

EUROPEAN NEWS

Kohl faces revolt over tax cut package in Bundestag

BY DAVID MARSH IN BONN

A MODEST backbench revolt against the Bonn government's 1990 tax cuts package is expected when the measures go to the Bundestag (federal assembly) for final passage tomorrow...

cancel out the income tax reductions. A feeling in Chancellor Helmut Kohl's Christian Democratic Union about the aviation fuel move has added further to the unpopularity of the tax moves...

Some members of the liberal Free Democratic Party (FDP), the junior partner in the coalition with the CDU/CSU, are also likely to vote against the tax break on Thursday...

Tax reforms trigger sales of W German family companies

BY DAVID GOODHART IN BONN

WEST GERMANY is seeing a wave of selling of businesses, triggered by tax reforms, which could hit the economy, industrialists say...

retirement of many of the entrepreneurs who built up businesses after the last war, many of whom do not have suitable heirs to hand over the business to...

Mr Strauss has been an amateur pilot, has been trying for four years to bring in the tax exemption, which would give fuel for private aviation the same untaxed status as that for airlines and military flying...

Bundesbank acts to rein back money supply

IT WAS A carefully prepared move, calculated to surprise and annoy no-one. Unlike the unseemly dispute of eight months ago, yesterday's raising of the key rate on West German securities repurchase agreements...

Andrew Fisher explains why West Germany was careful to flag the rate increase on securities repurchase agreements

of the monetary reform which helped to usher in its rapid post-war growth. In that period, Germany has had one of the world's strongest currencies, with an inflation record better even than Switzerland's...

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imbalance. "We have neither an interest nor any reason to see our currency depreciate," said Mr Karl Otto Poehl, president of the Bundesbank, recently.

Hungary's new leader tells Leslie Colitt of his hopes for the future Grosz plays down liberalisation talk

KAROLY GROSZ, who last month dramatically replaced the veteran communist Janos Kadar as Hungary's party leader, used to have a reputation as a conservative populist who "devoured" intellectuals...



Karoly Grosz: Some calls for political reform made out of "ignorance or irresponsibility"

Mr Grosz disclosed that he planned to visit Romania later this year in his capacity as Prime Minister in a bid to defuse the highly-charged relationship between the two Warsaw Pact neighbours...

Moscow sets terms for Start treaty

SOVIET arms expert Viktor Karpov said yesterday that Moscow could not conclude a strategic arms treaty with Washington that did not include sea-launched cruise missiles...

The head of the Soviet Foreign Ministry's arms control and disarmament agency said the US side had tried to avoid the issue in arms negotiations.

He told Tass news agency he was surprised by remarks by US negotiator Max Kampelman that the Kremlin had changed its position in December to make an agreement on sea-launched missile verification a condition for a Start accord.

Mr Kampelman, who leads the US team at arms control talks in Geneva, said in Washington on Monday that the superpowers were unlikely to conclude a treaty this year if the Soviet Union insisted on sea-launched missiles be included.

EC agrees rules on professional qualifications

THE European Community is expected to approve today a radical overhaul of procedure enabling professional people to work in other EC countries.

Ministers see this as the most important measure in higher education to be adopted as part of the EC's drive to create a common internal market by 1992.

The new arrangements involve mutual recognition of professional qualifications of degree or equivalent level between EC member states.

Member states expect the new rules to be agreed in principle at the Council of Ministers in Luxembourg today, with full agreement by the end of the year and implementation early in 1991.

Ex-Bofors men on arms charges

FOUR former executives of the Swedish arms company Bofors, including two managing directors, are to be tried for alleged arms smuggling.

The announcement follows a four-year investigation into charges that Bofors illegally shipped arms and ammunition via third countries to nations on Sweden's weapons embargo list.

The four are Claes Erik Vilberg, Bofors president until 1985; Martin Aradjo, who succeeded him as president; overseas marketing director Hans Ekblom; and Lennart Polsson, head of Bofors' defence division.

They are accused of illegally delivering 300 anti-aircraft missiles to Bahrain and Dubai and 40m anti-aircraft ammunition to Oman.

The executives are expected to claim they had covert approval of officials of Sweden's arms export control agency.

New chief dismisses debt rescheduling fear

HUNGARY'S new party leader, Mr Karoly Grosz, is confident his country can avoid rescheduling its growing Western debt - the highest per capita in eastern Europe at \$10.9m net - if this year's improvement in Hungary's balance of trade continues, writes Leslie Colitt.

where Mr Nagy and other executed victims were anonymously buried, was permitted by the authorities.

target to decrease its balance of payments deficit this year to \$600m from \$850m last year. The International Monetary Fund only last month gave Hungary a \$300m loan.

Asked whether Budapest would accept a much-discussed Western aid programme for eastern Europe similar to the post-war Marshall Plan, Mr Grosz said Hungary would be interested. But it would have to serve Hungarian interests and the economy's "advancement".

Brussels to lift barriers to competition in public sector

THE European Commission is finalising its controversial plan to open to cross-border bidding contracts in four areas of public procurement - an energy, transport, telecommunications and water - that have been hitherto excluded from Community competition rules.

would apply to the energy sector and on what implications it might have for third countries.

publicly-owned utilities, but also to private oil companies whose operation in, say, the North Sea depends on government concessions.

But the new draft directive seeks to reach the parts of the European economy that other directives could not, with a new argument. This is that the decisive factor is not state ownership, but state influence.

Hungary's leader urges closer economic ties with West

MR KAROLY GROSZ, Hungary's new party leader, told the FT Conference on Doing Business with Eastern Europe that the only way for Hungary to catch up with the most developed nations was gradually to tear down the walls separating Hungarian companies from the world economy.

He noted, however, that although Hungary had created advantageous conditions for direct Western investment only three British companies had established joint ventures in Hungary out of more than 50 currently operating.

rather than political discord. Comecon had to "act quickly" to achieve partial convertibility of the transferable rouble and later the convertibility of the national currencies of member countries.

maintaining a two way flow of information between companies and the Government whereby tensions could be eased and points driven home before they turned into real conflicts.

He pointed out the contradiction between the poor structure of Eastern Europe's industrial exports and the excellent results it achieved in areas such as thermal nuclear research, laser research, molecular genetics and some other areas.

He noted that while agreeing with the Government's reform philosophy, the chamber did not necessarily agree about the ways and means to be adopted by the Government.

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FT CONFERENCE

Doing business with Eastern Europe

provided a wide scope for scientific, technological and commercial co-operation between East and West.

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EUROPEAN NEWS

West to increase aid pledges for India by 16%

BY PAUL BETTS IN PARIS

WESTERN donor countries yesterday agreed to increase aid commitments to India this year by 16 per cent to \$6.5bn from \$5.6bn last year.

The increase, agreed by the Indian Aid Consortium meeting under World Bank auspices in Paris, included a 17 per cent rise in concessional aid pledges totaling \$3.9bn this year compared with \$3.3bn last year.

Although India suffered its worst drought in a quarter century last year, the Indian Aid Consortium noted that the country had taken the action needed to avert even greater damage to the economy.

India's Gross Domestic Product is expected to grow by less than 2 per cent this year because of the

consequences of the drought. Mr S. Venkataramanan, the Indian Finance Secretary, yesterday forecast economic growth of 7 per cent this year with a normal monsoon season.

The Western aid group noted that while prospects for the Indian economy looked encouraging it was, none the less, worried by a number of points. The main concerns included India's budget deficit and balance of payments situation; the slowing down of agricultural growth; the unfinished deregulation and liberalisation of the manufacturing sector; the need to do more in social sectors to alleviate poverty; preservation of the environment.

The World Bank secretary in its report said India, in the longer run, needed to achieve at least a 5 per cent annual growth rate to meet the living standards of a population that is still increasing by more than 2 per cent a year.

S African soldiers held in Botswana

BY JIM JONES IN JOHANNESBURG

BOTSWANAN police yesterday captured two South African commandos after a gun attack on six unarmed policemen to the south of the capital, Gaborone. The South African Defence Force neither confirmed nor denied the two were South African soldiers.

In another incident a bomb exploded in a residential suburb of Gaborone yesterday morning destroying a motor vehicle but causing no injuries.

The Botswana Government says the two men were captured at a road block when they fled from the scene of the attack on the policemen. Five other South Africans involved in the attack apparently escaped. Three of the policemen were injured.

The Botswana Government believes that the group was preparing to attack targets in the capital.

South African soldiers have frequently crossed the largely unpatrolled international boundary in military vehicles and helicopters to attack suspected ANG targets in Botswana. On Monday,

in a policy speech to parliament, President Botha said the ANG was preparing new attacks on South Africa. He added that 23 alleged ANG operatives had been captured in South Africa in recent weeks.

The Botswana authorities have not explicitly linked the captured South Africans with yesterday's explosion in Gaborone, however they blame South Africa for the bombing which they described as a terror attack on innocent civilians.

Namibia's diamond and uranium mines were again idle yesterday, the second day of a two-day stayaway called by the National Union of Namibian Workers. The territory's transitional government says 70 per cent of workers ignored the stayaway call while the union says support varied from 70 per cent to 100 per cent.

The Rossing uranium mine, owned by RTZ, and De Beers' Consolidated Diamond Mines, suffered almost total absenteeism. The Tsumeb copper mine, on the other hand, was unaffected.

Zimbabwe cuts import allowance

ZIMBABWE has banned residents from using their annual holiday allowances to import cars and office equipment, Tony Hawkins writes from Harare.

There is little surprise at the move, since abuse of the holiday allowance had become so widespread. But it highlights the crisis management nature of the

foreign currency allocation system, and the need for fundamental reform.

In a big revision of a concession introduced a year ago, Mr Bernard Chidzero, the Finance Minister, also cut the value of imports that a returning resident could bring home to a maximum of Z\$900 (£280) a year from Z\$3,000.

Three-nation minesweeper force likely

By Andrew Gowers, Middle East Editor

BRITAIN, the Netherlands and Belgium are on the point of forming an integrated minesweeping force in the Gulf under British command.

It is hoped in Whitehall that the agreement, which would formalise the existing co-operation between the three countries' warships, will come into force on July 1, coinciding with the start of Britain's chairmanship of the Western European Union.

The force will consist of one Belgian, one Dutch and three British minesweepers, backed up by Britain's Armilla Patrol, which consists of three warships in the Gulf at any one time.

The move, which has been discussed within the WEU for some months, will help prevent an overlap of responsibilities between the three countries' warships and reduce their overall cost at a time when the threat from Iranian-led mines in the Gulf appears to have receded.

The agreement underlines the extent of quiet practical co-operation between European countries which have deployed warships in the region since last summer. The American, French and Italian fleets will be unaffected.

Israel immigrant plan opposed by US and Moscow

By Andrew Gowers

ISRAELI, yesterday faced united opposition from the two superpowers to its demand that Jews allowed out of the Soviet Union be forced to go to Israel rather than other countries.

On Sunday, the Israeli Cabinet said it would press the Soviet Union and Romania to ensure that emigrating Soviet Jews fly to Israel via Bucharest rather than to Vienna. Jews arriving in the Austrian capital are free to decide on their final destination, while those arriving in Bucharest are flown on directly to Israel.

However, at a news conference yesterday, the German Foreign Minister, Genscher, said Moscow agreed with Washington that emigrating Jews should be free to choose their destination. His remarks followed a statement in similar vein this week by Ms Phyllis Oakley, a US State Department spokeswoman. "Our position is in line with that of Ms Oakley," said Mr Gerasimov. "She said that if we stand in favour of freedom of movement, we cannot dictate to people where they are to go."

Rangoon under curfew

BURMESE authorities imposed a dusk-to-dawn curfew to last for the next two months in Rangoon after six people were killed and dozens injured in riots in the heart of the capital yesterday, the state radio said, Reuters reports from Bangkok.

Five policemen were killed and 26 injured by crowds wielding sticks, swords and catapults, it said. One rioter was killed and several others hurt, the radio, monitored in Bangkok, said. It said rioters burned down two police stations in the city. Western diplomats in Bangkok

said it appeared to be one of the worst eruptions of violence ever against strongman Ne Win's 26-year socialist government.

The riots followed a week of peaceful student protests demanding the release of students jailed during riots in Rangoon in March.

Burma announced the closure of several universities in Rangoon yesterday. Foreign diplomats said students refused government orders to disperse and in the morning had blocked main roads leading to Rangoon University's main campus.

Afghan resistance groups fight over spoils

BY CHRISTINA LAMB, IN SPIN BOLDACK, AFGHANISTAN

THE VARIOUS Afghan resistance groups have now become so preoccupied with dividing up the spoils as the Soviet occupation forces leave that they have started fighting each other rather than the army of President Najibullah's Soviet-backed Kabul regime.

Hostility between the fundamentalist forces of Mr Gulbuddin Hekmatyar, the extremist leader backed by Pakistan and the US, and less radical loyalist groups demanding the return of the former king, is now so fierce that there are effectively three sides to the war.

Nowhere is this more apparent than Spin Boldack, a vital border post on the road linking Kandahar, Afghanistan's second biggest city, to Quetta in Pakistan, from where supplies and communications are controlled.

Mr Hekmatyar's ambitions to take quick control of Jalalabad and Khost were thwarted by the refusal of prominent commanders like Abdul Haq to counte-

THE TASK of the Afghan resistance has been made more difficult by the appearance of a new bomb which the Soviets have been using in Kandahar, some of the fiercest fighting in the nine-year war, writes Christina Lamb.

The fuel-air explosives which the Afghans call a haidi bomb (fire bomb) is based on the principle of the internal combustion engine. It makes a

unique noise, sending out shock waves which can travel round corners, rendering conventional methods of cover useless.

Many of the Mujahadin believe it is napalm. Crusader Abdul Ahad describes its effects in Kandahar: "It sends out white rays which burst the eardrums and cause all the animals to die instantly."

nance an attack, fearing massive loss of civilian life and the possibility of being unable to hold the towns once taken. Consequently Hekmatyar was determined to take Spin Boldack to dispel increasing doubts about his party's effectiveness and to rally support.

However Spin Boldack is the tribal home of the Achakzais led by Mr Asmatullah Muslim, an unpredictable military commander. Three years ago, unhappy with his share of the arms, he defected from the fundamentalists to the communist side. In many areas the Kabul regime has contracted out the country's defence to such tribal

militia as Mr Muslim's 4,000 men.

The Soviet Union sent in Afghan reinforcements to Spin Boldack last week and with the covert support of the royalists, Mr Muslim was able to force the fundamentalists to retreat after three weeks of intense struggle, despite the assistance that the fundamentalists received from Pakistani forces in Chaman, openly flouting the Geneva accord.

The recapture of Kalat was a further blow to the fundamentalists, who having claimed credit for its capture now have to suffer the blame for its loss.

The royalists' first major politi-

cal step away from the fundamentalists was the holding of Afghanistan's first national jirga (meeting of tribal elders and commanders) inside the country since the war began. Five hundred delegates from 28 of the country's 33 provinces arrived at the small town of Darukhan Kaley, just across the border, by jeeps, motorcycles or camels, waving posters of the ex-king Zahir Shah.

Some had been travelling several weeks from as far off as Mazar-i-Sharif in the north, to attend Monday's jirga, convened by General Sardar Akram Mohammadzay, a cousin of the

former king and leader of the National United Tribes of Afghanistan, most of whose 11,200 commanders belong to moderate parties.

Jirgas can continue for days but under Kandahar's baking desert sun it took only six hours of impassioned speech-making for a unanimous resolution to be passed.

The jirga demanded that Mr Diego Cordover, the UN mediator due in Pakistan next week, should bring back Zahir Shah within two to three months and that in the meantime, Gen Sardar should form a provisional government inside Afghanistan.

The situation, both politically and militarily, has reached a stalemate. One royalist commander in Kandahar said, "we may not win but we will do our utmost to ensure the fundamentalists do not either."

The beneficiary of such an intermedia struggle between the resistance factions is the Najibullah regime in Kabul.

N Korean debt plan jeopardised

By Stephen Fidler, Euromarkets Correspondent

DISAGREEMENT among North Korea's leading creditor banks could jeopardise a proposed accord to restructure the country's foreign debt, North Korea's London-based debt negotiator said yesterday.

Mr Colin McAskill, an intermediary between the North Koreans and the creditor banks which are owed \$900m, said North Korea would consider pulling out of the agreement if a new proposal from one of its two leading creditor banks gains ground.

The Koreans negotiated a prospective deal with one of the two banks - Morgan Grenfell of the UK - which called for a crystallisation of western banks' debts at \$900m, the forgiveness of 70 per cent of this amount and payment of the remainder over three years at fixed interest rates.

However, the Australian and New Zealand Banking Corporation, the other lead bank, has proposed a further option, not negotiated with the North Koreans, to members of its bank syndicate. This would parallel the Morgan proposal but would call for a 10-year period after 1991 during which interest would be capitalised, after which payments would be recommenced.

This proposal has caused confusion among lending banks and threatens to jeopardise the negotiated deal, says Mr McAskill.

Unita claims advances

ANGOLA'S Unita rebels yesterday claimed that its guerrilla forces had captured a northern town in recent fighting and shot down an Angolan Air Force transport plane which it said was carrying troops to the southern war zone, AP reports from Lisbon.

Unita said that its units also captured surviving crew mem-

bers of another Angolan cargo plane it claimed to have downed last week. According to the statement, signed by Unita Chief of Staff Geo. Demostenes Amos Chilinguita, rebel forces overran the town of Maquela de Zombo in Uige province Saturday.

It said that 25 Angolan army regulars were killed in the 90-minute battle for the town.

Pretoria cautious on economy

BY JIM JONES IN JOHANNESBURG

SOUTH AFRICA'S Reserve Bank has taken a cautious view on the country's economic outlook. Dr Gerhard de Kock, the Reserve Bank's governor, welcomes the stronger economic upswing which has developed recently, but warns that a less accommodative monetary policy might be

needed to curb inflation.

The Reserve Bank says that strong growth in the economy's non-primary sectors in the last two quarters of 1987 continued into this year's first quarter, but growth in real GDP slipped from 5 per cent in 1987's final quarter

to 4 per cent in the first quarter of 1988.

Dr De Kock warns that South Africa cannot afford to run current account deficits while it remains largely excluded from foreign capital sources and is committed to scheduled repayments of its foreign debt.



Advertisement for Club World seats and Jermyn Street tailoring. Text includes: 'This summer, Club World seats come with pearl buttons and Jermyn Street tailoring.' 'British Airways are now offering free Jermyn Street shirts to Club World travellers.' 'Jermyn Street shirtmakers, Hilditch & Key. All you need to do to qualify for one of these free shirts is fly Club World return from Heathrow anytime during July, August or September.' Includes a coupon form with fields for Name, Address, and Postcode, and a 'CLUB WORLD' logo.

AMERICAN NEWS

BRAZILIAN MINISTER TAKES TOUGH STANCE

Da Nobrega in fight to uphold austerity plan

BY IVO DAWNAY IN RIO DE JANEIRO

MR Mallozo da Nobrega, Brazil's embattled Finance Minister, was yesterday waging a fierce fight in defence of his austere economic policies. Under attack from large groups within the civil service and military over wages, small businesses on loan interest and even the powerful state of Sao Paulo over debt servicing, the minister appeared to have rejected any compromise with his critics. After two lengthy meetings with President Jose Sarney on Monday, Mr da Nobrega emerged from the Planalto Palace on the counter-attack. His first target were clauses tabled for debate in the transition provisions of the new Constitution. These would enact a general amnesty on the inflation indexation of interest on loans incurred by small businesses and farmers during the Cruzado Plan on 1986, when credit was cheap. In a nationwide television broadcast, Mr da Nobrega described the proposals as "catastrophic", warning that they would raise the public sector deficit, force tax increases and add to inflation. After much speculation that he would give some ground on the issue, the minister's hard line has put Congress on the defensive, leading to predictions yesterday that the measure might now be delayed or even dropped. Mr da Nobrega is also maintaining a tough line over his two-month freeze on public sector wage rises. Criticism of the policy forced the resignation of Brigadier Roberto Camarinho, the Armed Forces Minister, last week - it is assumed at Mr da Nobrega's insistence. Now he is warning that if the National Supreme Court backs the Supreme Labour Tribunal's ruling that the freeze is unconstitutional no alternative will remain to mass redundancies and further budget cuts. In a third and politically most dangerous confrontation, the minister is refusing any latitude to Governor Orestes Quercia of Sao Paulo over his state companies' substantial debts. Admiration The governor claims President Sarney had agreed that the Federal government would pay all the foreign debt interest incurred by the Sao Paulo government and six of its state companies. Mr da Nobrega insists that, like other states, Sao Paulo must meet 80 per cent of its own requirements. The minister's tough stance is winning him grudging admiration from many quarters including the Brazilian media. However, at the same time, it is not without its dangers. Some independent analysts believe that however deged Mr da Nobrega proves in his battle to reduce the public sector deficit, his survival depends on his ability to reduce monthly inflation from its current high teens by the end of August.

Fears grow of higher US food prices

By Anthony Harris in Washington

FEARS OF sharply higher food prices have grown in the US this week with the appearance of weather forecasts showing no sign of relief in the intensifying drought. The main threat is to animal feed grains and oil seeds, and soybean futures have now passed the \$10 a bushel mark. Price pressures are now being transmitted to feed crops not directly affected by the future drought, such as oats, though corn prices are still well below previous drought records because of the availability of large stocks from previous years. For the time being, however, the shortage of feed is on balance restraining prices slightly, thanks to the early slaughter of beef cattle. Cheap beef and plentiful seafood may for a time check the expected rise in poultry and dairy prices, where the first effects of the drought are expected at the retail level. Partly as a result, there was no apparent change of trend in the retail price index, which rose 0.3 per cent in May, it was announced yesterday. This leaves the annual increase virtually unchanged at 3.9 per cent, and though the rate of increase over the last three months has been at a much higher annual rate of 5.3 per cent, this reflected other factors, some of which will not recur. The sharpest rise in the last quarter was in clothing prices, which rose by 4 per cent. This reflected a rebound in the depressed prices of women's clothing. Soy's 10-year peak, Page 32

Lionel Barber reports on the competitive defence bidding that ended in 'Pentagongate' Contracts scramble that spawned a scandal

THE PENTAGON procurement scandal may prove a disaster for the Republican party, but it has done wonders for the confidence of Mr Ed Meese. Having been pounded for months over his alleged ethical misconduct in office, the US Attorney General suddenly has a chance to play the toughest lawman in the land. "We're very proud in the Reagan Administration of our record on prosecuting defence procurement fraud," said Mr Meese, "and this latest investigation is just one more example of the fine work that is being done by tough, experienced, professional prosecutors." The sting in the tale for Mr Meese came moments later at the Monday afternoon Justice Department press conference. Mr Henry Hudson, the US Attorney from Virginia leading the two-year-old inquiry code-named "Ill Wind", said he expected grand jury indictments in the case in the autumn - at the height of the presidential campaign. The Republican Administration - Mr Meese included - is naturally trying to defuse the issue by taking the credit for uncovering the scandal. The problem is the sheer size of the defence contract industry. The US Navy's purchase of \$600 toilet seats and \$7,000 coffee pots was the most visible symbol of how single-source contracting is ripe for abuse. The rich irony about "Pentagongate" is that its roots lie in the cut-throat competition which the US Defence Department promoted among military contractors to combat the fraud and inefficiency of the early Reagan years. The essence of the scandal lies in a network of Pentagon officials and major defence contractors who, using private defence consultants as go-betweens, traded classified information on contract bids for money and other favours. According to Senator John Warner of Virginia, a former Navy Secretary, who is now an inmate at the Wall Street brokerage house, Paine Webber. Mr Lehman, helped by a small group of advisers including a former Boeing Corporation executive, what amounted to a power coup at the Pentagon. They cut out layers of bureaucratic decision-making and concentrated power to organise contract bidding among themselves. Over five years, they established a reputation for cutting costs while sustaining the expansion of the fleet - but earned many enemies. "They were ruthless," recalls one aerospace executive, "if you were with them it was OK, but if you were against them, you were dead in the water." Last week, Mr Paisley's home and his Washington office, where he now works as a defence consultant, were searched by FBI agents. According to court papers filed in St Louis by the US government, Mr Paisley is under scrutiny for allegedly helping "steal" contracts valued at billions of dollars to McDonnell Douglas. Other reports suggest that Mr Paisley's alleged activities on behalf of other major defence contractors are being targeted.



John Lehman, left, and Ed Meese: key roles in the defence probe

Defence Secretary Frank Caraccioli is reassigning five Pentagon officials under scrutiny in a massive fraud and bribery investigation. Agencies report from Washington. According to sources who were not named, Mr Caraccioli had signed an order directing the reassignments. The sources said the affected employees were being notified of the decision by their respective services. The five named are James Gaines, the deputy assistant secretary for acquisition management; Dr Victor Cohen, the deputy assistant Air Force secretary in charge of buying tactical command, control, communications and computer systems; George Stone, a Navy official in the Space and Naval Warfare Systems Command; Stuart Berlin, an executive with the Naval Air Systems Command; and Marine Corps official Jack Sherman, who works in the equipment and service acquisition section of the contracts division, installation and logistics department. As one former aerospace executive said: "Everyone did it because there was a desperate need for information. The problems arose when it became blatant with bribes and other overpayments." The competitive system might still have worked providing there were bureaucratic checks and balances. But in the Navy Department, a prime target of the FBI inquiry, the procurement process was concentrated in the office of the former Navy Secretary, Mr John Lehman, now an inmate at the Wall Street brokerage house, Paine Webber. Mr Lehman, helped by a small group of advisers including a former Boeing Corporation executive, what amounted to a power coup at the Pentagon. They cut out layers of bureaucratic decision-making and concentrated power to organise contract bidding among themselves. Over five years, they established a reputation for cutting costs while sustaining the expansion of the fleet - but earned many enemies. "They were ruthless," recalls one aerospace executive, "if you were with them it was OK, but if you were against them, you were dead in the water." Last week, Mr Paisley's home and his Washington office, where he now works as a defence consultant, were searched by FBI agents. According to court papers filed in St Louis by the US government, Mr Paisley is under scrutiny for allegedly helping "steal" contracts valued at billions of dollars to McDonnell Douglas. Other reports suggest that Mr Paisley's alleged activities on behalf of other major defence contractors are being targeted.

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Thatcher strives for Reagan mantle

BY STEWART FLEMING, US EDITOR, IN TORONTO

PRESIDENT Ronald Reagan basked in the limelight alongside Mr Mikhail Gorbachev in Moscow at the beginning of the month, rising to the big occasions such as his speech at Moscow University with a vigour which even his critics had to concede. But in Toronto, at his last economic summit, Mr Reagan has been playing only a cameo role, lost in the rush of Western leaders trying to put their imprint on world affairs while America drifts through the pre-election doldrums. At the front of the crowd has been Mrs Margaret Thatcher, whose stature has been enhanced by her political longevity and by her domestic successes, but also by the close relationship she has enjoyed with the man whose mantle she has been hastily trying to inherit. So hastily indeed that in her rush to the front of the pack she stumbled at a meeting of the diplomatic protocol, allowing her spokesman to claim that she had set the agenda for the opening dinner of the summit leaders, a statement which infuriated Canadian officials, whose prerogative it was to claim this privilege no matter who spoke first. It was a tip which served to underline the vigour of British flag-waving - her officials seemed to want to claim credit for every little step forward that has been made here, from the drug and terrorism initiatives announced on Monday to the progress on debt relief for sub-Saharan African countries. At least in the latter "cases" it was Mrs Thatcher, the British Chancellor of the Exchequer, who 18 months ago at the Interim Committee Meeting of the International Monetary Fund in Washington led the way in putting forward concrete proposals for what Mr James Baker, the US Treasury Secretary, likes to call the "poorest of the poor." This was a distinction between the "semi-poor" who make the mistake of borrowing too much from private markets, not Governments. However, Mr Baker - who it is rumoured would be Secretary of State if Vice-President George Bush became President - gave credit to the Canadians for the African debt compromise at a briefing for the American press. Mrs Thatcher's efforts to upstage her rivals, while greeted with rapture by home town supporters, served to underscore just how awkwardly she is poised to enter the post-Reagan era. It is of course true that no other leader has succeeded in casting his shadow over his rivals, and so to that extent Mrs Thatcher can claim to have had a successful summit. But while she may hope to influence the international agenda for the next few months, during which there is not strong American leadership, her prospects of doing so later on are much less certain. It is hard to imagine that she will enjoy the same sort of relationship with Mr Bush as she has with Mr Reagan, in spite of their philosophical compatibility. Getting along with Governor Michael Dukakis of Massachusetts, the advocate of draconian sanctions against South Africa and a liberal stance on full membership of the European Monetary Union. Perhaps she will be forced to make some accommodations. The discussions in Western Europe are all about closer economic integration, perhaps even the establishment of a European central bank. She will no doubt have allies on some of these issues, but can she afford to run headstrong into this wind of change?

UK urges decision on Rover by July

By David Owen

MRS Margaret Thatcher, the UK Prime Minister, has reiterated her request for a quick European Commission decision on the UK's proposal to inject £800m into the Rover car group. At a brief meeting with Mr Jacques Delors, the EC president, during the Toronto summit Mrs Thatcher said that she wanted the EC to reach a decision on the issue before parliament's recess in July. She stressed the political importance to Britain of a prompt and satisfactory resolution of the affair. The injection is intended to prepare Rover for its pending £150m takeover by British Aerospace. Mr Delors emphasised to Mrs Thatcher that such decisions were the Commission's joint responsibility. The topic will be discussed at future EC meetings. The next opportunity for the subject to be broached is at today's weekly meeting in Brussels. The EC hopes to see the aid scaled back by between £250m and £350m. It is feared that such a reduction would force BAE to abandon the takeover and force the Government to seek an overseas buyer. EC officials feel that there is not necessarily a parallel to be drawn between Rover and the French Government's rescue of Renault with a FF750bn (£150bn) aid package. The Commission approved the Renault rescue last March on condition that the carmaker changed its status from a *regie* - with its debts guaranteed by the state - to a public company subject to normal commercial law.

Tories weigh up Mulroneys week

By David Owen in Toronto

CANADIAN Conservative party strategists in the next few weeks will be asking themselves how much the summit performance of Prime Minister Mr Brian Mulroney influenced the crushing by-election victory on Monday of his friend Mr Lucien Bouchard, the Canadian Secretary of State. The Conservative tactics in the next national election campaign may depend on their conclusions. Mr Mulroney, the host at the Toronto summit, reaches the end of his first five-year term in September 1992 but is widely expected to call an election next autumn or spring. On the face of it, while the atmosphere at the summit has generally been harmonious and has enabled Mr Mulroney to bask in the aura of the leaders' mutual admiration, Mr Bouchard's triumph probably owes more to the C\$160m (£74.4m) in pre-election pledges which the party showered on Mr Leclerc's *Sancti* riding. Substantive achievements at the summit have after all been extremely limited. On agriculture, Mr Mulroney's assiduous attempts to portray Canada as a well-intentioned mediator between the US and the European Community have singularly failed to generate significant progress. On sub-Saharan debt, Canada is one of a number of countries vying for credit for helping to originate the initiative. On the US-Canada free trade, Japan in particular has been hesitant in pledging its wholehearted support. Officials have indicated that Japan would back the deal if it indeed created a larger North American market and proved it did not discriminate against the outside world. Finally, while Mr Joe Clark, External Affairs Minister, spoke at some length about South Africa in his chairman's summary for Clermont for the Sharpville Six added nothing to last week's European ministers' statement. All this has left the Canadians angling for praise over the smooth functioning of the summit and its "structural innovations": namely the half-day devoted to economic issues at the outset of the event and the session to focus leaders' attention on longer-term issues such as environment and education.

EC earns its crust at the top table

By Philip Stephens, Economics Correspondent

THE European Community is traditionally the ghost at the banquet. Journalistic shorthand speaks of the seven-nation economic summit. Few correspondents feel inclined to add the clumsy phrase that the European Community Commission also attends. But in Toronto this week there were signs that the Commission, which has had a place at the top table for the last 10 years, is beginning finally to make an impact. The catalyst is 1992. As the 12 Community nations embark on the dismantling of all trade barriers there is a growing awareness that Europe may turn out to be more than simply the sum of its constituents. Mr Jacques Delors, the Commission President, has formed his non-European colleagues at the summit interested, inquisitive, and sometimes fearful of the implications of the creation of a genuine European trading bloc. The interest has been strengthened by the parallel discussions about the US/Canada free trade agreement. The thought is that perhaps in the 1990s the focus really will be on North America, Japan and Europe, rather than the US, Japan and West Germany. The result has been to leave the Commission in more confident mood in its traditional responsibilities of trade and agriculture. Mr Delors and his fellow Commissioners Mr Willy De Clercq have had little hesitation in dismissing US demand for more substantive commitments at the summit on agricultural subsidies. Yesterday's tough bargaining on the final communiqué reflected that determination. There was no question, Mr De Clercq insisted, of Europe bowing to US calls for a pledge that farm subsidies would be eventually eliminated. Anyway the place for negotiations was the General Agreement on Tariffs and Trade, not the seven-nation summit where less than 10 per cent of the participants in the Uruguay Round were present. Mr Delors, meanwhile, has also provided a welcome foil to the frequently snappy and self-gratulatory tone of the economic talks between the seven national leaders over the last few days. The financial markets might be quiet for now but the Commission's more realistic message was that the problems of protectionism, world debt and inflation have not gone away.



Mulroney: assiduous

Hijack accord 'needs to be strengthened'

By Michael Donne, Aerospace Correspondent

MUCH MORE international negotiation is needed before the agreement by heads of state in Toronto this week on the prevention of aircraft hijacking can be turned into a practical programme for other countries, according to Mr Rodney Wallis, director of security for the International Air Transport Association. Mr Wallis is in Montreal discussing an anti-hijacking programme at a meeting of the diplomatic security panel of the International Civil Aviation Organisation (ICAO), the aviation technical agency of the United Nations. He said the political agreement in Toronto provided for an advisory group to negotiate in the event of a hijacking, and an "inquest group" to analyse events. While these proposals were valuable, they did not go as far as the proposals put forward by IATA itself. For example, the political agreement did not include IATA's plans to create an international military force to deal with hijackings as they occurred, nor for an international court to try hijackers, or an international detention centre for convicted hijackers.

While IATA supported the political agreement, it would still pursue its own more far-reaching proposals in the forum of the ICAO over the months ahead, in the hope that eventually the political agreement could be strengthened, he said. IATA comprises 171 of the world's airlines. The ICAO has 158 member states, including many Arab states, covering a wide range of opinion on the question of crimes against aircraft, and it would need much delicate negotiation to get any kind of practical programme approved. "The intent of these proposals by the IATA is to strengthen the resolve of states who themselves are under intolerable pressure when an act of unlawful interference takes place involving their territories," Mr Wallis said. "States frequently succumb to the blackmail of terrorists. This is manifested in governments agreeing to refund aircraft in order to get the vehicle and the unwelcome load away from its jurisdiction. "This is seen by the airlines to be in contravention of The Hague Convention (which some time ago outlawed hijacking).

strengthening the Gatt itself. Gatt disciplines must be improved so that members accept their obligations and ensure that disputes are resolved speedily, effectively and equitably. Trade plays a key role in development. We encourage the developing countries, especially the newly industrialising economies, to undertake increased commitments and obligations and a greater role in the Gatt, commensurate with their importance in international trade and in the international adjustment process. In agriculture... although significant progress was made in 1987 in the Uruguay Round negotiations, it is necessary to ensure that the Mid-Term Review in Montreal in December, 1988 adds impetus to negotiations in this as in other fields. To move the issue forward, and noting among other things a diversity of agricultural situations, our negotiators in Geneva must develop a framework approach which includes short-term options in line with long-term goals concerning the reduction of all direct and indirect subsidies and other measures affecting directly or indirectly agricultural trade. The objective of the framework approach would be to make the agricultural sector more-expansive to market signals.

Summit leaders hail growth but urge greater co-operation

The following is an edited version of the Toronto Economic Summit declaration. We, the Heads of State or Government of seven major industrial nations and the President of the Commission of the European Communities, have met in Toronto for the 14th annual Economic Summit. We have drawn lessons from the past and looked ahead to the future. Over the past 14 years, the world economic and political policy have undergone profound changes... making it essential that governments consider fully the international dimensions of their deliberations. Inflation has been brought under control, laying the basis for sustained strong growth and improved productivity. The result has been the longest period of economic growth in post-war history. However, the 1980s have seen the emergence of large external imbalances in the major industrial economies, greater exchange rate volatility, and debt-servicing difficulties in a number of developing countries. Summits... have helped bring about an increasing recognition that the eradication of inflation and of inflationary expectations is fundamental to sustained growth and job creation. Since we last met, our economies have kept up the momentum of growth... but to sustain non-inflationary growth will require a commitment to enhanced co-operation. This is the key to credibility and confidence. International economic policy co-operation. Macroeconomic Policies and Exchange Rates. The Tokyo and Venice Summits have developed and strengthened the process of co-ordination of our economic policies. Developments in the wake of the financial strains last October demonstrate the effectiveness and resilience of the arrangements that have emerged... Policies and performance are assessed on the basis of economic indicators. We welcome the progress made in refining the analytical use of indicators, as well as the addition to the existing indicators of a commodity-price indicator. We endorse the Group of Seven's conclusion that either excessive fluctuation of exchange rates, a further decline of the dollar, or a rise in the dollar to an extent that becomes destabilising to the adjustment process, could be counter-productive by damaging growth prospects in the world economy. Structural Reform. Structural reforms complement macroeconomic policies, enhance their effectiveness, and provide the basis for more robust growth. We shall collectively review our progress on structural reforms and shall strive to integrate structural policies into our economic co-ordination process. We will continue to pursue structural reforms by removing barriers, unnecessary controls and regulations, increasing competition, while mitigating adverse effects on social groups or regions; removing disincentives to work, save, and invest, such as through tax reform; and by improving education and training. Multilateral trading systems/Uruguay Round. At Punta del Este, Ministers committed themselves to further trade liberalisation across the wide range of goods and services, including such new areas as trade-related intellectual property and trade-related investment measures, to strengthen the multilateral trading system, and to allow for early agreement where appropriate. In order to preserve favourable negotiating climates, the participants should conscientiously implement the commitments to standstill and rollback that they have taken at Punta del Este and subsequent international meetings. We welcome the Free Trade Agreement between Canada and the US. We also welcome the steady progress towards the target of the European Community to complete the internal market by 1992. We attach major importance to

As the Uruguay Round enters a more difficult phase, it is vital to ensure the momentum of these ambitious negotiations. The Mid-Term Review will provide a unique opportunity to send a credible political signal to the trading world. Newly industrialising economies. Newly industrialising economies (NIEs) in the Asia-Pacific region have become increasingly important in world trade. Although these economies differ in many important respects, they are all characterised by dynamic, exporting growth which has allowed them to triple their share of world trade since 1980. Other outward-oriented Asian countries are also beginning to emerge as rapidly-growing exporters of manufactures. Developing countries. The problems of many heavily-indebted developing countries are a cause of economic and political concern and can be a threat to political stability in developing countries which are making a difficult transition to democracy and merit our special attention. Middle-income countries. A number of highly-indebted middle-income countries continue to have difficulties servicing their external debt and generating the investment necessary for sustainable growth. The market-oriented, growth-led strategy based on the

case-by-case approach remains the only viable approach for overcoming their external debt problems. We strongly support the full implementation of the World Bank's \$750n General Capital Increase to strengthen its capacity to promote adjustment in middle-income countries. We also support greater awareness by international financial institutions of the environmental impact of their development programmes. The menu approach has engendered new financial flows and - in some cases, reduced the existing stock of debt. The flexibility of the present strategy would be enhanced by the further broadening of the menu approach. Debt of the Poorest. An increase in concessional resource flows is necessary to help the poorest developing countries resume sustained growth, especially in cases where it is extremely difficult for them to service their debts. Since Venice, progress in dealing with the debt burden of these countries has been encouraging. Paris Club creditors are rescheduling debt at extended grace and repayment periods. In addition, the recent enhancement of the IMF's Structural Adjustment Facility, the World Bank and Official Development Assistance (ODA) agencies' enhanced program of co-financing; and the fifth replenishment of the African Development Fund will mobilise a total of more

than \$18bn in favour of the poorest and most indebted countries undertaking adjustment efforts over the period 1989/90. Out of this total, \$15bn will be channelled to sub-Saharan African countries. We welcome proposals made by several of us to ease further the debt service burdens of the poorest countries that are undertaking internationally-approved adjustment programmes. We have achieved consensus on rescheduling official debt of these countries within a framework of comparability that allows official creditors to choose among concessional interest rates on shorter maturities, longer repayment periods at commercial rates, partial write-offs of debt-service obligations during the concession period, or a combination of these options. Further summits. We believe that the Economic Summits have strengthened the ties of solidarity, both political and economic, that exist between the end countries and that thereby they have helped to sustain the values of democracy that underlie our economic and political systems... We have therefore agreed to institute a further cycle of Summits by accepting the invitation of the President of the French Republic to meet in France, July 14-16 1989.

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Mitsubishi may set up European plant by 1992

BY CARLA RAPOPORT IN TOKYO AND KEVIN DONE IN LONDON

MITSUBISHI Motors, Japan's fifth largest car maker, is considering setting up a European motor vehicle production plant before the unification of European markets in 1992.

According to remarks made by Mr Toyoo Tate, Mitsubishi Motors president, in Vienna this week, the company is studying the feasibility of such a plant. Currently, only Nissan has a plant in Europe. Toyota, Japan's number one carmaker, is also considering a move into Europe if it can find a suitable joint venture partner.

Mitsubishi Motors yesterday said the company was studying the possibility of locating a European plant in Spain, West Germany or the UK. It is also considering whether to make the move independently and what kind of vehicle it should produce.

At the same time, we are going our independent way in Europe. . . Maybe in the future, if both parties can profit, we may link up with another company, a Mitsubishi executive said yesterday.

He stressed that the unification of European markets gave more impetus to the company's thinking about producing overseas.

European Community member states are still undecided on how best to deal with the thorny issue of Japanese car imports. Several

countries, including France, Italy, Spain and the UK, have more or less official quotas but these could be abolished in the move towards a single European market.

European car makers are lobbying for a prolonged period of protection after 1992, with a limit of around 10 per cent on Japanese car imports to the Community. If they succeed it would severely limit Japanese car makers' further growth in Europe, forcing them to build local manufacturing operations.

The first such move has already been made by Nissan which will be producing up to 200,000 cars a year in north-east England by 1992 with the aim of achieving 80 per cent local content.

In 1986, MMC was Japan's fifth largest car exporter, behind Toyota, Nissan, Mazda, and Honda. It has links with Chrysler of the US, Daimler-Benz of West Germany, Hyundai of South Korea and Proton of Malaysia.

Mitsubishi Motors is already well advanced in its strategy for establishing a web of relationships around the world.

Hitherto its main proposed manufacturing link in West Europe has been with Daimler-Benz of West Germany. Last September the two companies said they were in the final stages of negotiating an agreement for the joint production and distribution of commercial vehicles in Europe.

Mitsubishi said that there was a possibility that its Delica/L300 van could be produced at Daimler-Benz's Spanish commercial vehicles plants in Barcelona or Victoria, and that the two companies would collaborate on the development of future light commercial vehicles.

Chrysler has hitherto taken the majority of Mitsubishi's exports to the US as well as an increasing volume of engines.

MMC, along with Mitsubishi Heavy Industries, its major shareholder, also have a 15 per cent stake in Hyundai Motors in South Korea, which assembles some Mitsubishi models for re-export to Japan and also supplies some Hyundai cars to MMC in the US.

MMC last year sold around 150,000 cars in West Europe of a total production of some 596,000 cars in Japan.

OUTPUT NOW EXPECTED TO RISE THIS YEAR

Foreign orders boost W German engineering

BY ANDREW FISHER IN FRANKFURT

A SHARP rise in foreign orders has led to a marked turnaround in the fortunes of West Germany's mechanical engineering industry this year, with output now expected to rise this year instead of declining.

The industry was helped by a surge in demand for machinery within Europe and the absence of further D-mark revaluation.

New overseas business increased by as much as 21 per cent in real terms in the first four months of 1988 compared to the same period last year, while domestic orders were only 2 per cent higher. Total orders were up by a real 12 per cent, allowing for price rises of some 2 per cent.

"We were surprised to see just how strong foreign business was," said Mr Herbert Kriegaum, head of research at the West German mechanical engineering industry association which produced the figures.

Demand from Western Europe was very strong, especially from France, the UK, Italy, Spain and Portugal. However, the association said it was worried about the drop in orders from the Soviet Union due to lack of foreign exchange and uncertainties connected with economic reforms.

Because of the improved foreign order inflow, the VDMA has

upgraded its production forecast for the industry, which is Germany's largest employer, with 1.1m workers. It now expects a real rise of 2 per cent in output this year after saying in March that a 2 per cent decline was likely, as in 1987.

Apart from the surge in business from EC countries, orders from the US and China had also stabilised after sharp falls last year. Some 60 per cent of total output is exported.

Describing the rise in foreign orders as "almost amazing," Mr Kriegaum said the VDMA now expected these to stabilise rather than rise further. Sectors working at over 90 per cent of capacity included printing, textile, food, rubber and plastic, and iron- and steelmaking machinery, as well as machine tools.

He said the jump in European machinery demand reflected both the fact that investment had been too low in past years and the rapid pace of technological development, in which German machinery manufacturers were to the fore. The trend in the D-mark, down against the dollar and flat against European currencies, had also helped exporters.

But the VDMA expressed concern at the state of business in the Soviet Union, where machinery deliveries from Germany had halved in four years.

As well as the shortage of foreign exchange, uncertainties associated with economic reform were also having an effect. So, too, was the Soviet desire for more co-operation and licence deals rather than straight purchases. This delayed important and much-needed investments, the association said.

The upturn in business, with orders providing enough work for at least six months, has enabled companies to cut the number of workers on short time from 37,000 in February to 21,000 in May.

Iata traffic up 13% in first quarter as revenue falls

BY MICHAEL DONNE IN GENEVA

INTERNATIONAL traffic carried by the 171 member airlines of the International Air Transport Association increased in the first three months of this year by a "healthy" 13 per cent to 41.5m passengers.

Dr Gunter Eser, director general of the world airlines' organisation, said yesterday: "Consumer confidence and business demand remain very strong. The only concern we have is that revenue yields are falling to the extent that the

traffic growth is not being reflected in comparable profit increases for the industry as a whole."

Iata believes traffic growth for the whole of 1988 could be as high as 10 per cent, although in the longer term it will fall back to an annual growth rate of between 5.5 and 6 per cent.

Preliminary indications are that the net profit for Iata airlines in 1988 will be about \$500m (\$450m) after interest payments, about the same as in 1987.

A significant factor is the current stability in fuel prices, because aviation fuel now accounts for over 15 per cent of total airline international operating costs.

Iata has been lobbying fuel companies, and between last September and May it has achieved reductions in fuel bills equivalent to \$60m a year.

He made clear that the Iata was deeply concerned at the ability of the air traffic control system to cope with the anticipated doubling in the number of aircraft movements by the end of the century.

Describing airport and air traffic congestion as the biggest problem facing the air transport system, Dr Eser said European air transport especially was in danger of missing the chances offered by liberalisation and deregulation.

The situation at airports in Europe would be studied by Iata this year.

Dr Eser said: "Some relief can be gained from the relaxation of night curfews and increased operations during the night by the quieter types of airliners. Much progress has already been made in the alleviation of airport noise due to the bans imposed on non-noise certified aircraft."

While he stressed that there was no instant and spectacular solution to the air traffic control and airport capacity crisis, he said much could still be achieved through "incremental improvements".

US supports Chile in EC apple protest

BY WILLIAM DULLFORCE IN GENEVA

THE US yesterday backed Chile in its row with the European Community over the licensing system Brussels has imposed on imports of dessert apples.

The EC had introduced a new trade distorting measure which was inconsistent with its "standstill" commitment, the US said.

When launching Gatt's trade-liberalising Uruguay Round in 1986 trade ministers pledged not to introduce new protective measures during negotiations.

Brussels' quota system not only affected US apple exports to the EC, it was likely to result in the diversion of exports from third countries to the US market, where prices were at distress levels because of over-production, the US complained.

Chile charged that, when introducing a quota system for all suppliers of apples in the southern hemisphere, the EC had effectively maintained a suspension on imports from Chile. The EC pointed out the matter was

being investigated by a Gatt disputes panel.

The two complaints against the EC's new apples regime were among nine "notifications" tabled yesterday with the Uruguay Round's surveillance body, which monitors compliance with the standstill undertaking.

Canada was the target of two complaints by the US, one against its new subsidies to domestic producers of white peas beans, the other against the addition of items to the list of dairy products on which Canada maintains import controls.

The US also targeted a Swiss government price support programme for the domestic production of soybeans. The new subsidy, under which the Government undertakes to pay about 750 per cent above the world price for soybeans cultivated on 2,000 hectares, would damage US exports and was inconsistent with a standstill commitment, the US said.

Cairo move on export insurance

By Tony Walker in Cairo

EGYPT IS establishing an export insurance company with a paid up capital of \$2.4m and access to a further \$250m at a low rate of interest from the National Investment Bank.

The Export Guarantee Company of Egypt will be legally separate, but will operate under the auspices of the Export Development Bank of Egypt, which will have a 55 per cent shareholding.

Other shareholders include the National Investment Bank with 15 per cent, and three large public sector insurance companies, Misr, el Shark and National, with 10 per cent each.

Dr Hassan Behlawi, chairman of EDEB, who will oversee the new export insurance company, said it was expected to begin operations this year.

Egypt's non-oil exports registered a 14 per cent increase in 1986-87 and are expected to grow by about 30 per cent this year.

Egyptian textiles and agricultural products have become more competitive because of a 50 per cent depreciation last year in the value of the local currency.

Japanese premiums set to jump

By Peter Montagnon in Tokyo

THE Export-Import Insurance Division of Japan's Ministry of International Trade and Industry is planning a steep increase in export insurance premiums this autumn to help cover a deficit in its operations. The increase will be the first since 1984.

Like other official export credit insurance agencies, EID has faced increasing claim payments as a result of the developing-country debt problem.

The size of the premium increase is still being discussed with exporters, but it could be as much as 40 per cent, Japanese businessmen believe.

Unofficial estimates for the 1987 fiscal year ending in March suggest that EID suffered a deficit of around ¥44bn (£195m) following payment of claims totalling nearly ¥110bn.

The premium increase has to be pitched at a level that will not deter exporters from seeking cover. Premium income last year is estimated to have slipped by about ¥3bn to around ¥30bn and the department covers only a quarter of Japan's total exports.

Australia, New Zealand agree to scrap tariffs

AUSTRALIA and New Zealand agreed yesterday to eliminate trade barriers between the two countries by July 1990, AP-DJ reports from Christchurch.

Trade in goods and services will be free from that time under a speeded up and extended closer economic relations agreement, Australian Trade Negotiations Minister Michael Duffy and New Zealand Overseas Trade Minister Mike Moore said after two days of talks.

Free trade in goods was brought forward from an originally proposed 1995.

The inclusion of services in the agreement is an addition to earlier plans.

The ministers said they had also agreed on increased harmonisation of business laws, customs, technical barriers to trade and maritime administration.

Their agreement is scheduled to be signed in August by Australian Prime Minister Bob Hawke and New Zealand Prime Minister David Lange.

Mr Hawke and Mr Lange late last year proposed accelerating free trade between Australia and New Zealand. Since then, officials from the two countries have been preparing for the new accord.

MR DAVID LANGE, New Zealand's prime minister, yesterday stressed the need for the government to gather revenue to keep its budget deficit manageable, AP-DJ reports from Wellington.

But he would not say whether his Government was considering an increase in its broad-based 10 per cent indirect tax, the goods and services tax.

This contrasts with his readiness three weeks ago to tell journalists he was "almost certain" a proposal to raise the tax was not on the agenda.



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WORLD TRADE NEWS

Arab airlines push plan to pool aircraft leasing and purchase

BY ROBIN ALLEN IN DUBAI

SEVERAL ARAB airlines are promoting the idea of pooling resources to buy or lease aircraft over the next seven years.

The suggestion was voiced by Mr Ahmed Mishari, the chairman of Kuwait Airways. In an interview with Associated Press in Kuwait, Mr Mishari referred to a "tentative agreement" to form a multi-billion consortium, to be called the Arab Aviation Finance Company (AAFC), to finance the purchase of up to 220 new airliners on behalf of Arab air carriers over the next seven years.

This purchase would cost about \$10bn-20 of the new aircraft would be needed to meet growth plans while 170 would replace ageing aircraft.

The first step towards reaching such an agreement would be the appointment, possibly by the end of this month, of a consultant to make a feasibility study on the proposed consortium and its aims.

The idea, according to Mr Ali Ghandour, chairman and chief executive of Royal Jordanian Airlines, is being promoted mainly by his own airline, as well as Gulf Air and Kuwait Airways. The study would need to examine how many of the 21 members of the Arab Air Carriers Organisation (AACAO) are interested in

joining, the depth of collaboration and whether the consortium will get the backing of Arab financial institutions.

Gulf bankers and airline officials have reacted cautiously to Mr Mishari's statement, in which he is reported to have said that 14 Arab air carriers and five financial institutions would be involved.

Mr Mishari indicated a steering committee had been set up comprising the board chairmen of the national airlines of Kuwait, Jordan and Morocco, Mr Adli al-Dajani, the Secretary General of the AACAO, and five Arab banks. These latter were thought to be Arab Banking Corporation, Paris-based Banque Arabe & Internationale d'Investissement (BAII), Gulf International Bank, Gulf Investment Corporation and National Bank of Kuwait (NBK).

However, NBK is understood not to be on the steering committee and not to have given any undertaking at this stage until it sees the outcome of the feasibility study. This is unlikely to be completed before next year.

Mr al-Dajani has already said AACAO members had agreed "in principle" to the establishment of a leasing, rather than a purchasing, company.

K K Sharma in New Delhi on an industry set to provide one third of foreign exchange earnings by 1992

India fashions an export boom from backstreet tailors

"IT'S THE MADDEST, craziest business in the world", said Ms Rani Handa, owner of Gevatri Exports, as she perspired in New Delhi's torrid summer heat. She wearily watched illiterate tailors put finishing touches to what she calls "straight line" women's dresses that are now the rage in western countries.

Ms Rani's makeshift factory is in a narrow lane of the congested Hamayunpur village in the heart of south New Delhi. There are a dozen small rooms in two floors of a flat in which tailors and semi-skilled workers operate antiquated foot-pedal sewing machines and clutch huge scissors to cut various pieces of the printed cotton dresses Ms Rani exports to Australia.

Mr Prem Kumar Pangasa, owner of Pongasa Exports and one of India's largest garment exporters, on the other hand, runs a professional and organised factory with modern cutting and stitching machines at Sahibad, about 20 miles from Delhi.

But he spoke nostalgically of the times 17 years ago when he bought obsolete sewing machines on hire purchase and employed unskilled tailors to make the trousers he first exported. "This business needs a personal touch to make it a success", said Mr Pangasa, reminiscing.

He is among the few businessmen in the rapidly-growing Indian garments industry who have modernised his factory. Of



the 8,000 manufacturer-exporters who have huffed up the industry from a turnover of just 140m rupees (\$9.5m) 18 years ago to an anticipated 25m rupees this year, nearly 80 per cent of them are in cottage industries of the kind that Ms Rani Handa runs.

The variety of their products is almost endless - t-shirts, trousers, rompers, underwear, overalls, ski suits or just about any garment needed in the west.

Most exporters make profits despite the industry's seasonal swings and gambles. They must add to these the bureaucratic

hurdles of nailing a large enough quota for exports, dealing with sophisticated fashion buyers from abroad, acquiring scarce fabrics and arranging funds to finance a business that could easily end in disaster.

Yet it is this kind of small operation, usually involving farming out sub-contracts to "fabricators" and tailors working out of their homes, that is the secret of the industry's success.

"India has the fastest turnaround in the world", said Mr Dileep Chadha, a buyer repre-

senting Beebe's Creations of the US. "We discuss a sample with an exporter and within 45 days he is ready to make a shipment to any part of the world. He accepts large or small orders and he delivers on time." This is simply not possible for the computerised big-time operators in centres such as Hong Kong, Taiwan and South Korea which dominate the world garments trade: they need months of advance planning.

India is surging ahead in the trade so rapidly that the Government has found, to its surprise, that ready-made garments have

become the fastest-growing item in the country's export basket.

The potential is so enormous that the Government has placed before the industry the challenging target of achieving foreign exchange earnings worth 50bn rupees in the next four years, or about a third of the country's exports.

There are several reasons for the boom. As well as having indigenous creative skills, India's advantages include the astonishing variety of cotton fabrics readily available. "There's a cotton look all over the world. People want the genuine article, not the synthetics their own industries offer," said Ms Rani.

"As long as India can keep coming up with new fabrics and colours, nobody can beat us," pointed out Mr Preminder Singh, a Sikh who runs a profitable linen and garments factory bordering Delhi.

But it is cheap labour which gives India its competitive edge. Mr Mohanji Singh of Delhi Exports said: "We can make garments so cheaply that foreign buyers come to us. We don't have to go to them. Their mark-up is four to five times on their bargains, giving them a huge profit."

Because of India's cheap labour, it is possible to make garments with detailed work and intricate patterns without adding significantly to prices.

As a consequence, the garments export boom continues.

Total sales abroad were worth 21.2bn rupees in 1987-88, an increase of 41 per cent over the previous year in value terms and 21 per cent in volume, maintaining a trend that started three years ago.

Faster growth is held up by trade restrictions imposed on India by the US and the European Community through the allocation of low quotas to protect their own textile industries. "Our biggest problem is quotas," said a commerce ministry official. "Without them, we could double our exports in a short time." Because of the quotas on what are known as "sensitive items", manufacturers and exporters are concentrating on increasing exports of non-quota items like belts, scarves, uniforms, overalls and the like and much of the garment export boom is in such mundane products.

Many believe there is little future in the fashion trade because of the quotas and so India should concentrate on these since these are equally lucrative.

Officials recognise this and are encouraging manufacturers to find new directions, including breaking into synthetics to make blended yarn garments. One senior official said: "We have cashed in on the demand for pure fabrics like cotton but this may be a passing phase. We must be where the rest of the world is."

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Ericsson in Taiwan mobile phone deal

BY BOB KING IN TAIPEI

ERICSSON Radio of Sweden has been awarded a contract worth \$17m by Taiwan for the infrastructure for a cellular mobile phone system.

The deal will almost certainly lead to further contracts worth as much as \$120m as the system is expanded.

The initial contract was won against fierce competition from AT&T and Motorola of the US, and Northern Telecom of Canada. An exchange will be installed in Taipei, Taichung, and Kaohsiung, and 48 base stations in those three cities and along the north-south Sun Yat Sen Freeway.

The system will at first have a capacity of 20,000 subscribers, 10,000 in Taipei and 5,000 each in Taichung and Kaohsiung. There are plans to expand the capacity so that Taiwan's entire coastal plain will receive the service.

The Ericsson contract underlines the Taiwan Government's commitment to give European suppliers access to at least part of the country's telecommunications programme, due for completion early in the next century at a basic cost of \$12bn.

Taiwan's policy is to buy digital-switching equipment - the major nodes of the projected system - only from companies that manufacture locally, namely AT&T, NTT, and GTE.

Now that GCE of France and Siemens of West Germany have acquired the operations of the last two companies, Europe is in the running for exchanges. European suppliers can bid on related parts of the system, estimated to be worth at least as much as the \$12bn outlay for the exchanges.

Ericsson operates a joint-venture engineering and manufacturing facility in Taiwan that produces the mobile phones for export. Taiwan plans to allow subscribers to purchase mobile units from any supplier that meets acceptable standards.

Sara Webb, Stockholm correspondent, writes: Ericsson has won orders totalling A\$126m (\$100.5m) from Telecom Australia, the Australian PTT, for its AXE equipment.

This includes an A\$100m order for AXE digital equipment which will be used for new local, transit and trunk exchanges and for extending existing exchanges.

Ericsson has also won an A\$24m contract to supply radio base station equipment used in the cellular mobile telephone network.

Taipei set to bolster small business links with Peking

BY OUR TAIPEI CORRESPONDENT

TRADE with China will be easier for Taiwanese businessmen if the government formally approves a Trade Board proposal to further ease restrictions on indirect trade and the establishment of branch offices abroad.

The proposal recommends easing requirements on companies wishing to set up overseas affiliates and to allow branches to conduct trade with China - as long as the companies' names are different from those of their head offices in Taiwan.

Current regulations prohibit companies whose annual volume of imports or exports is less than \$1m from setting up branches overseas, which make it difficult for many small and medium-size businesses and traders to arrange indirect deals with China without going through a middleman.

An affiliate registered in Hong Kong whose name does not resemble that of its Taiwanese parent would, however, likely be able to trade directly with China and still maintain the facade of indirect links with Taiwan.

While the Government continues to caution businessmen on the perils of over-reliance on trade with the mainland, the volume of that trade continues to grow, with China supplying raw materials, fishery and agricultural products, and herbal medicines, and Taiwan shipping finished goods and textiles.

Government trade figures show that Taiwan exported more than \$2bn worth of goods to Hong Kong up to the end of May this year. If estimates are correct that 70 per cent of these exports are bound for China, then the mainland represents Taiwan's third-largest export market.

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UK NEWS

MPs attack 'poor record' on defence procurement

BY DAVID WHITE, DEFENCE CORRESPONDENT

BRITAIN should consider pulling out of a four-nation European helicopter project and buying from the US instead, the House of Commons Defence Committee says in its latest report on defence procurement. The report also recommends that the armed forces should not shy away from buying West German or US rather than British tanks if the price and performance are better. It criticises the Ministry of Defence's approach to assessing risks and expresses alarm over its capacity to monitor the reliability of the equipment it buys. The cross-party committee says the army's requirement for a new light attack helicopter could be met by buying the McDonnell Douglas AH-64 Apache rather than by proceeding with a programme based on Italy's Agusta A-129, in which the Netherlands and Spain are also involved. Westland, the UK helicopter maker and partner in the four-nation industry consortium alongside Agusta, Pukker and the Spanish company CASA, would be able to obtain "substantial" work under a US deal, it says. The helicopter is needed to replace Westland's Lynx, mainly in an anti-tank role. France and West Germany have been working on a similar project, the PAF-2. "We are surprised that there should be a need for yet another substantial development programme and the cost this would entail for the British defence budget," the report says. The army's requirement "should be satisfied by a programme that has only a small development content." Among the alternatives, the Apache is "an obvious choice," it says. The committee also says it would expect the Ministry to be prepared to look overseas for replacements for the remaining 500 Chieftain tanks if either the US Abrams M1A1, made by General Dynamics, or the West German Leopard 2, made by Krauss-Maffei, shows clear advantages in price, availability and performance over the improved Challenger being proposed by the British manufacturer, Vickers. This is despite the case to be made for safeguarding the UK's tank manufacturing capability and the associated jobs, it says. Vickers employs 800 people at its newly rebuilt Leeds factory, where the current Challenger I main battle tank is made. The contract, reckoned to be worth about £1bn, is expected to be decided in the autumn. The report calls for "a more disciplined approach" to risk assessment and more ministry funds for feasibility studies, project definition and technology demonstrator programmes. It cites deficiencies in the evaluation of risk in several projects: the air-launched anti-radiation missile (Alarm) chosen for the Tornado fighter, which it says is now some £260m over budget and several years behind schedule; the army's battlefield artillery target engagement system (BATES), which has slipped by more than two years; and the CACS 4 automated command system for the navy's new Type 23 frigates, cancelled last year. It also finds "extremely disturbing" the Ministry's response to shortcomings in the reliability and "maintainability" of equipment. These shortcomings were crucial to the cancellation of the Nimrod airborne early warning programme in 1986 and the subsequent collapse of the three-nation SP70 self-propelled Howitzer project, it says. Lacking the information systems needed to define the extent of the problem, the ministry "is not at present prepared to give more than lip-service to the improvement of these qualities in defence equipment," it says.

GDP shows first quarter average rise of 4%

BY RALPH ATKINS

BRITISH ECONOMIC growth slowed slightly in the first quarter of 1988 but there is no clear evidence that the underlying strength of activity is flagging, the Central Statistical Office said yesterday. The CSO estimates the average measure of Gross Domestic Product in the first three months of 1988 was 4.0 per cent higher than in the same period a year before. Compared with the last quarter of 1987, activity was 0.7 per cent higher. This was less than the average quarterly growth rate last year but CSO statisticians believe it is too small a fall to signify a trend change. The figures highlight the extraordinary buoyancy of UK economic growth which has spilled over from last year. In the year to the fourth quarter of 1987 the economy grew by 4.4 per cent - the highest for any year since 1973. However, they will heighten fears that the economy is growing too fast, running the risk of inflationary pressures and a worsening trade deficit. In the first three months of 1988 growth was particularly strong in the construction industry, with output 4.8 per cent higher than the previous quarter. Output of service industries was 0.8 per cent higher but manufacturing output was flat and energy production fell. Consumer expenditure in the first quarter was 1.3 per cent higher in real terms than the last quarter of 1987, with spending on consumer durables especially strong. Investment spending continued to grow strongly: expenditure on gross domestic fixed capital formation rose by 3.6 per cent in the same period. The average GDP estimate is based on three different measures of economic activity. Earlier estimates of the output measure, which is thought to be the best indicator of short term changes, have now been revised up to show a growth rate of 5.1 per cent in the year to the first quarter of 1988. However, there is a growing divergence between the output measure and the income and expenditure measures. In the first quarter, the expenditure measure shows a growth rate of just 2.6 per cent.

Unit trusts remain sluggish in wake of stock market collapse

BY ERIC SHORT

THE UK unit trust industry remains in the doldrums as investors remain shy of the stock market related investments after last October's crash. Figures issued yesterday by the Unit Trust Association showed a net disinvestment in units in May of £9.5m. Gross sales of units during the month amounted to just £48.9m - some £135m lower than sales in April and only two-fifths of unit sales in May of last year, when the investment boom was at its height. The launch of 10 trusts during the month and the buying opportunities offered by the low stock markets in May failed to induce investors from the sidelines. Since the October crash, investors have been putting their money back into the much lower risk environment of the building societies. The average inflow of savings into building societies since October has been well in excess of £1bn a month and the figures for May, due on Friday, are expected to show this buoyant trend continuing. The high level of redemption of units continued in May, with unit holders cashing in £495.4m worth of units in the month - £70m more than in April - resulting in the small net disinvestment in the month. There was a net disinvestment of £12.7m last November, immediately after the crash, but before that the industry seen no disinvestment for several years. The number of unit holders fell by 56,000 during the month to 4.98m. Even so, there are still 1m more unit holders than there were 12 months ago. Unit sales in the first five months of this year reached a satisfactory £2.38bn. This figure is around two-thirds that for the corresponding period last year and some £200m more than in 1986. However, redemptions to date this year amount to £2.83bn and net investment in unit trusts over the period was only £542m - only one-quarter of net investment for the corresponding period last year. Unit trust management groups are reporting a revival in unit sales so far this month in the wake of a recovery in stock market values.

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Insurers say last year 'was best of decade'

By Our Financial Staff

LAST YEAR was by far the best year that UK-based, general insurance companies have seen this decade, according to new figures from the Association of British Insurers, which represents 425 companies.

In a year when ABI members saw their worldwide non-life premiums grow 4.3 per cent to £18.5bn, their net underwriting losses fell 25 per cent to £1,056m.

At the same time, their investment income rose from £2,526m in 1986 to £2,625m last year.

The figures, published yesterday at the ABI's annual press conference, showed that the industry comfortably weathered the impact of last October's hurricane, which produced UK claims expected ultimately to total more than £1bn.

As a percentage of premiums, worldwide underwriting losses were the lowest since 1980, said Mr Peter Dugdale, ABI chairman.

The results also confirmed the prevalent view that 1987 was another boom year for the life insurance industry, witnessing 19.5 per cent growth in worldwide total premiums, to £25.61bn.

Senior figures at the ABI were reluctant to give their reaction to the publication last Friday of an Inland Revenue document proposing reforms of life company taxation.

Mr Brian Corby, chief executive of Prudential Corporation, the UK's biggest life insurer, said the ABI would be "fighting hard" to ensure that any tax changes introduced would not put life assurance at a disadvantage compared with other forms of investment.

With regard to 1982 - when the European Community is due to liberalise cross-border insurance trade - Mr Dugdale said it would not represent a watershed requiring fundamental changes, because British insurers had "always had an international outlook."

Report says new laws could harm race relations

By Alan Pike

ETHNIC MINORITIES in Britain continue to experience racial discrimination on a scale "insupportable in any civilised society," the Commission for Racial Equality said yesterday.

Its annual report says one cause for concern is the "apparent lack of consideration" given to the harm government legislation might have on race relations.

The Commission is worried about aspects of the Education Reform Bill, the Housing Bill, the Criminal Evidence Bill, the Immigration Bill, the Local Government Bill and the Local Government Finance Bill.

The report says: "We hope the Government will take serious account of our views and introduce appropriate safeguards."

The Commission is also urging the Government "as a matter of extreme urgency" to strengthen the Race Relations Act.

Evidence from a wide variety of sources, it says, shows that the level of racial discrimination continues to be deplorably high, widespread and persistent. "The need for legislation that works - and is seen to work - effectively and justly is now critical."

Mr Michael Day, former chief officer of the West Midlands probation service, who became chairman of the Commission this year, gave a warning yesterday that failure to pay urgent attention to racial disadvantage in education, employment and housing would again generate "the kind of stress and alienation that has erupted within our inner cities in recent years."

The report welcomes the Prime Minister's commitment to place the needs of Britain's inner cities high on the Government's agenda, but adds that wealth creation and environmental regeneration are by themselves no guarantee that conditions will improve for ethnic minorities.

"Social justice and specific policies to combat racial discrimination are decisive for the effectiveness of any strategy for the inner cities."

Specific aspects of draft legislation cause the Commission concern include:

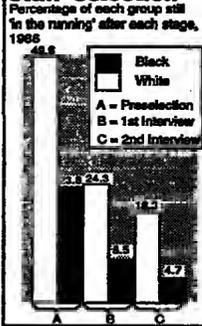
- The Criminal Justice Bill. The proposed abolition of defendants' rights to challenge potential jurors in criminal trials might, it says, undermine the ability of black people to ensure that they face juries representative of a multicultural society.

- The Education Reform Bill. Extending parents' rights to choose their children's schools might result in racial segregation, while local authorities' equal opportunities policies would no longer apply in schools that opted out of the state system.

- The Housing Bill. Private agencies taking over council housing estates would not be bound by duties placed on local authorities to protect the victims of racial harassment.

- The Immigration Bill. According to the report, the bill would deprive those who settled in the UK before 1973 of their estab-

Staff Selection Percentage of each group still in the running after each stage, 1985



lished rights to family unity, while the police would become more involved in immigration matters.

The Commission says the replacement of domestic rates - the present, property related system of local taxation - by the proposed flat rate community charge would have greatest impact in the inner cities, on households with three or more adults, and on low-income groups and the unemployed - all areas where ethnic minorities are disproportionately represented.

The report says the overall position of black people in the labour market is still far from satisfactory. "In general their unemployment rate is twice that of whites but in many inner city areas the rate is far higher. All the evidence suggests that racial discrimination is a major contributory factor to this situation."

In 1984 the Commission introduced a code of practice on equal opportunities in employment. It says that, in spite of good progress by some large organisations, research shows that most employers have still taken no action. Many of the equal opportunities policies which exist on paper have not been translated into action.

One of the Commission's recent investigations has been into the selection of black and white applicants for training in chartered accountancy. This showed that in 1985 white applicants were three times as likely to be successful as black ones, and in 1986 nearly four times, as shown in the chart.

The results of the research, says the Commission, constitute a "powerful argument for action by all who are involved in the graduate labour market."

The Commission has been trying for the past three years to persuade the Government to strengthen the Race Relations Act. Changes it is seeking include wider scope for formal investigations and powers to introduce ethnic monitoring in employment.

Annual Report, Commission for Racial Equality, Elliot House, 16-12 Abingdon Street, London SW1E 6SZ, 21.

French firm goes for lucrative side of death

By Paul Betts in Paris and Fiona Thompson in London

FRENCH UNDERTAKERS are seeking to arrange British funerals in an attempt to compensate for the declining French mortality rate and prepare for the single market of 1992.

Pompeu Fumebres Générales, the dominant French undertaking company, has invested FF150m (22.4m) in the UK to acquire a 29 per cent stake in Kenyon Securities, the third largest quoted undertaking group in Britain.

PFG, which is 52 per cent controlled by Lyonnais des Eaux, the private water distribution group, already owns interests in undertakers in Belgium, Switzerland and North Africa. It recently acquired a 35 per cent stake in a Singapore undertaking group called Singapore Casket in order

"to have an eye on the Far East," according to Mr Pierre Poinisignon, chairman of PFG.

Mr Poinisignon expects the 1992 single European market will lead to a big shake-up in the undertaking business. To pre-empt this, he decided to launch his offensive on foreign markets. "Before the foreigners come to France, we want to develop ourselves overseas," he says.

PFG intends to acquire stakes in other European countries, but it is on the UK that the company is pinning its more immediate hopes. The company organised about 250,000 of the 336,000 funerals in France last year.

In France, the outlook is gloomy for undertakers. The mortality rate has been declining by about 4 per cent a year. "Each 1

per cent drop in the mortality rate leads to a 10 per cent decline in our profit margins because of the heavy fixed costs of our business," says Mr Poinisignon.

In Britain, too, the death rate has not grown since the early 1980s and statisticians predict further decline. About 600,000 people died in the UK last year; a 5 per cent drop on the previous year.

However, Mr Hervé Racine, deputy managing director of PFG, says the UK market is attractive not only because there are more funerals than in France but because profit margins are higher. Another attraction is that cremations are far more common in Britain 70 per cent of all funerals are cremations, whereas in France the figure is just 4 per cent, or 20,000 last year.

The French offensive comes at a time when there has been a concentration in the UK undertaking business. Small, private, family owned businesses carried out 62 per cent of last year's funerals, the Co-operative Wholesale Society about 25 per cent, and three funeral directors quoted on the Unlisted Securities Market the remainder - Hodgson Holdings with 6 per cent, Great Southern Group 4 per cent and Kenyon Securities 8 per cent.

All three of these groups have grown by being highly acquisitive, buying up family-run independents that are having to sell both because the younger generation is less keen to take over and also because it is becoming harder to make a single outlet business

pay. Hodgson now has 190 branches, Great Southern 126 and Kenyon 102. By virtue of their size, all the package services, such as garage and mortuary, can be centralised with significant cost savings, while still preserving a personal service.

Behind the scenes, French and US undertaking groups have been supporting their respective British allies seeking to absorb the small independents. PFG backed Kenyon in its successful takeover in February of the Hertfordshire-based Dottridge Brothers. A rival bid from Hodgson Holdings was understood to have had the possibility of backing the small independents. PFG backed Kenyon in its successful takeover in February of the Hertfordshire-based Dottridge Brothers. A rival bid from Hodgson Holdings was understood to have had the possibility of backing the small independents. PFG backed Kenyon in its successful takeover in February of the Hertfordshire-based Dottridge Brothers. A rival bid from Hodgson Holdings was understood to have had the possibility of backing the small independents.

Capel tops securities research league

By Clive Wolman

JAMES CAPEL, the securities subsidiary of the Hong Kong and Shanghai Bank, has been ranked by UK institutional investors as the top securities firm for research for the ninth successive year.

The 18th annual survey of UK investment analysts carried out by Exel Financial and published yesterday, showed only two major changes in the rankings of securities firms since last year's survey.

Kleinwort Grieson moved up from tenth to sixth position whilst County Natwest Woodmac have moved up to fifth position. The two constituent firms, County Natwest and Wood Mackenzie, which merged earlier this year occupied eighth and seventh positions respectively. Their combined vote fell from 1571 to 1281 but the total number of votes cast rose by about one third.

Mr Keith Brown and his team at Morgan Stanley, the US investment bank, was voted top of the global banking sector, the Barclays deZoeete Wedd team top for chemicals, Phillips and Drew was top for motors, James Capel for oil and Warburg Securities for pharmaceuticals.

James Capel was the only firm whose research overall was rated as "very good."

More than 280 investment managers were asked to complete the survey, of which 98 responded, a 43 per cent rate, compared with only 82 per cent in 1987. The survey covered 63 market sectors, including 18 which related to overseas markets.

The 98 investment managers who responded were responsible for managing £255bn of funds and were drawn from insurance companies (34 per cent), pension funds, investment and unit trusts, investment banks and independent advisors.

A new section in the survey was the introduction of five industrial sectors in which analysts were rated on their global, not just UK, research.

Mr Keith Brown and his team at Morgan Stanley, the US investment bank, was voted top of the global banking sector, the Barclays deZoeete Wedd team top for chemicals, Phillips and Drew was top for motors, James Capel for oil and Warburg Securities for pharmaceuticals.

Barlow Clowes small investors meet in Manchester tomorrow

By Ian Hamilton Fazez, Northern Correspondent

AT LEAST 600 people are expected to attend a meeting tomorrow in Manchester Town Hall, called by Alexander Tatham, the solicitor co-ordinating joint action to retrieve investors' money from the closed-down Barlow Clowes fund management company.

Tatham has had four staff working full time on inquiries this week and so far more than 700 investors have consulted the firm. The figure is expected to be well into four figures by tonight, according to Mr Anthony Gold, a Tatham partner.

The indications are that the town hall will be full. Between one-third and one-half of those expressing an interest intend to be there, with most bringing at least one relative or adviser with them. The hall's capacity is 600 people. Some investors will be travelling several hundred kilometers for the meeting, which starts at 3 p.m.

Mr David Pine, the partner leading the case, said yesterday that he was also looking closely at the planned compensation fund to be set up by Fimbra, the

Financial Intermediaries, Managers and Brokers Regulatory Association. This does not start up until August and is not expected to be available to Barlow Clowes clients seeking redress against their intermediaries.

The question Tatham is asking is whether any intermediaries who go out of business or are suspended because of the Barlow Clowes affair - but after the compensation fund's August launch date - will be covered by it in respect of proceedings against them.

Date set for hearing on IRA deaths

By Joe Garcia in Gibraltar

THE GIBRALTAR coroner announced yesterday that a preliminary hearing would be held on July 4 into the shooting by British security forces of three IRA terrorists in March.

Mr Felix Pizzarello, the coroner, acceded to a request for a preliminary hearing from counsel acting for the British Ministry of Defence.

Government officials in London said that the hearing, which would be held in open court, would discuss procedural matters, including whether soldiers from the SAS or other security forces would be called to give evidence.

The hearing is also expected to set the date for the full inquest, which will probably be held in September. No jury will be called for the preliminary hearing and no evidence taken.

The inquest originally set for June 27, was postponed in May because an international arts festival was due to start on June 24.

The three terrorists, Danny McCann, Sean Savage and Malraed Farrell were shot in Gibraltar after joint intelligence by the Spanish and British indicated they were on an operation to bomb an army parade on the colony.



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FIG. 1



FIG. 2



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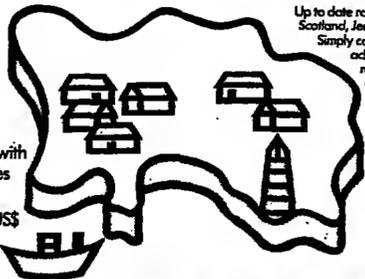
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FT 08 20

UK NEWS

Peter Bruce and Joe Garcia in Gibraltar report on the scandal's impact

Clowes storm batters the Rock

THE ROCK HOTEL is still the classiest joint in Gibraltar. Sitting up above the town, it commands a wonderful view of the Bay of Algeciras and on a clear day one can see right across the Straits to North Africa.

There is simply nowhere else in the colony to have the right kind of party. And in the summer of 1986 a particularly memorable one was held. It was intended to celebrate a decision by Barlow Clowes International, the flourishing British-owned gulf fund, to move its international headquarters from Geneva to the colony.

Many of Gibraltar's elite were there. The newly-arrived group announced a scholarship for young Gibraltarians and was roundly applauded for its foresight and commitment.

But things went badly. BCI has collapsed with liabilities of some £18m to 11,000 investors, many of them Gibraltarians, who had invested their savings in what they believed to be British Government securities.

The affair has dealt a severe blow to Gibraltar's growing confidence as an offshore financial centre of quality. "Everyone was pretty chuffed," remembers Mr Joe Bossano, Gibraltar's new Chief Minister, at BCI's arrival, "and [the collapse] makes you feel like a bit of a wally."

The Chief Minister's Gibraltar Socialist Labour Party (GSLP) was not in power when Mr Peter Clowes first brought his group to Gibraltar. Having won last March's election, however, he has inherited this particular mess to clean up.

Gibraltar has become a haven from which to offer financial advice to foreigners living along the adjacent Costa del Sol. But warns Mr Clive Robinson, head of James Capel's Gibraltar operation, "We now expect to see much more discerning investment—a flight to quality."

Perhaps. But presently there is real bitterness here at Britain's role in clearing BCI to operate on the Rock and bringing apparent dishonour upon Gibraltar's head.

The colony, lacking the expertise to clear the hundreds of offshore financial entities that have flocked here in the past 20 years and especially since the border with Spain was reopened in February 1985, relies on the Department of Trade and Industry in London for much of its detective work.

BCI was licensed to operate here after consultation with London and, apparently, some two years after the British Government first began to regard the Clowes group with some suspicion.

"Rightly or wrongly," says Mr Robinson, "this will reflect badly on Gibraltar's ability as a financial centre. There must be an element of disappointment among the local authorities as to the lack of help from London."

There is much at stake. The finance companies and banks—including 3,000 tax-exempt ones registered here—have become an important part of the Rock's economy, after tourism

and its commercial dockyards. They hire skilled labour and have contributed to sharp rises in the cost of some services. More important, they have lent the Rock a modern world image.

Furthermore, the greater Gibraltar's success as a financial centre, the more difficult—so locals reason—digestion by Spain will become. The Rock's present discomfort has delighted the Spanish Foreign Ministry.

So, says Mr Michael Davidson, Gibraltar manager for Barclay's, the biggest bank here, "We have got to have some sort of supervision over the cowboys."

Mr Louis Triay, a former politician and lawyer, agrees. "We have got to introduce legislation to create a regulatory body," he says. It was Mr Triay, as Trade Minister in 1967, who introduced the Companies' Taxation Ordinance that permitted the establishment of offshore companies here in the first place.

BCI was not in fact, operating as a tax-exempt company. Tax collection here is so poor that it may often be more profitable to forfeit tax exemption and so be allowed to do business with the Gibraltarians as well. About £1m of the missing BCI money was collected from locals and another £7m, it is believed, from the Costa del Sol.

Although he seems to have the support of the main institutions on the Rock, Mr Bossano has few effective weapons at his disposal. "My tax department can't chase 22,000 companies [the total registered in Gibraltar]," he says.

He has asked for the DTI inquiry into Barlow Clowes to be extended to Gibraltar as a damage control measure, but his legislative alternatives are few. In September, he plans to introduce an emergency measure to allow the Gibraltar Government to appoint inspectors to look into any company reported to be acting unethically. He also wants to form a body of self-regulators to watch over the industry.

Mr Bossano insists that the Barlow Clowes affair has not made Gibraltar any less safe than it ever was. Investors, he insists, need to be reminded that "you can't get something for nothing; the more out of line an investment is with the market the more suspicious you should be."

He could raise the 50 a year registration fee paid by tax exempt companies to £50 or £100 to pay for tighter policing. However, licensing could equally prove counterproductive if the label "Licensed by the Government of Gibraltar" was abused by unethical fund managers and financial advisers.

How much Mr Bossano can do on his own is debatable. He is trying alone to do much of the restructuring of the way Gibraltar is run. But he is hugely popular and suddenly it seems that everyone in the colony has become a "pragmatic Socialist."

Perhaps the Clowes affair really will blow over Gibraltar and leave it untouched as an enduring symbol of stability and success. However, right now it needs friends.

3i unit to offer support for management 'buy-ins' trend

BY CHARLES BATCHELOR

3i, FORMERLY Investors in Industry, has set up a special 12-strong unit to meet the growing interest among managers and the owners of unquoted companies in management buy-ins.

Unlike buy-outs, in which the existing management of a company acquires control, buy-ins are staged by an outside management team which comes in with the agreement of the existing owner. Sometimes buy-in teams replace the existing management; sometimes they strengthen it.

A total of 75 buy-ins took place in Britain in 1987, a sharp increase on the 44 completed the year before, according to

research carried out for 3i. This compared with 335 buy-outs in 1987, an increase of 23 on 1986.

3i plans to create a register of about 200 managers available to carry out buy-ins.

It will select individuals from the hundreds of curriculums vitae which are sent in and also from managers identified by its regional offices.

Once managers have registered they will take part in courses to help them determine the qualities they should look for in a target company and devise realistic business plans.

They will also be provided with financial data on target companies, details of ownership, and local market intelligence.

Mr Richard Summers, head of the buy-in unit, said, however, that he did not intend to back aggressive approaches to potential target companies. Deals would be done with the existing owners' agreement.

Target companies and vendors would be offered advice on planning management succession, growth and any other problems.

3i would help them build up a profile of the new management they should be seeking and help devise financial arrangements to attract suitable candidates.

Road accident rate is 'one of lowest in world'

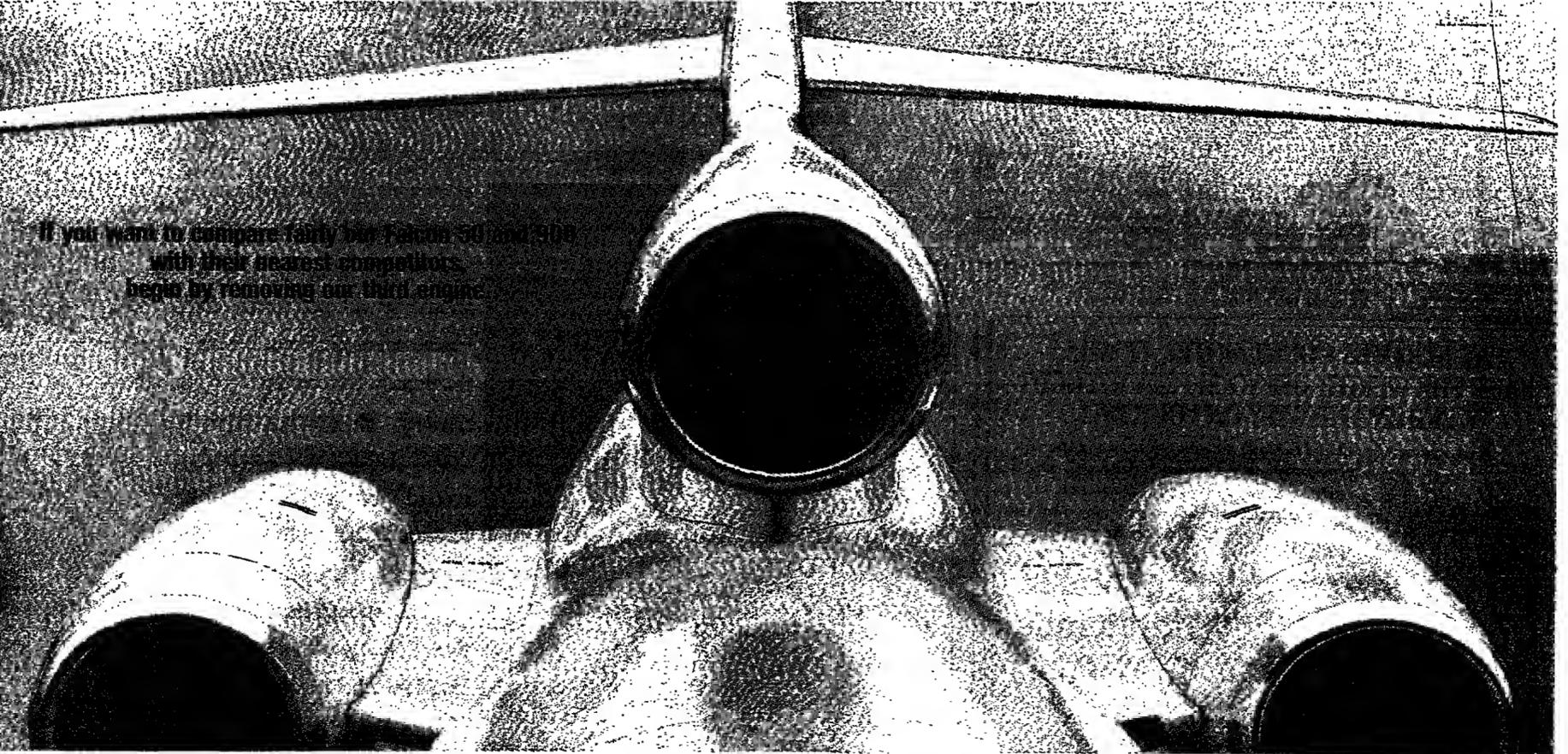
By Kevin Brown, Transport Correspondent

GREAT BRITAIN has the lowest road accident death rate in the European Community, according to a report published yesterday by the National Audit Office.

The report says more than 5,000 people were killed on the roads last year, and 505,000 injured.

Each individual has a one in ten chance of being killed or seriously injured, the report says. The total cost of road accidents is estimated at £3.8bn a year.

However, both the number of accidents and the casualty rate have fallen by 22 per cent since 1965.



The three-engine Falcon 50 and 900. Executive jets as safe as airliners.

Of course you could stick with comparing operating ranges, cruising speeds, usable cabin space and the soundproofing of other private jets. Which, just between us, would only again highlight the advantages which are the strength and reputation of the Falcon the world over.

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on airliners making overwater flights via the shortest routes. This provides the aircraft with additional power always at the ready for the systems which ensure your comfort and safety.

To understand the essential role, vital in the power factor, especially when flying over inhospitable zones, just

keep in mind the importance of the on-board electronics of a long-range aircraft.

Objectively speaking, the security offered by the three-engine Falcon is comparable to that of commercial airliners, not of other corporate jets in their class. This is of course why executives prefer the Falcon 50 and 900.



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Business takes off with Falcon

Corporate strategy

How to raid yourself before others do

Jack Murrin suggests a range of ways to liberate latent value

ALL OVER Europe chief executives are now facing, with a mixture of fascination and dread, a wave of takeovers. They know that when the lines come off the economic map in 1992, the drive for economies of scale and for presence in local markets could increase the incidence of hostile acquisitions even further. What can chief executives do to safeguard their companies against being taken over (and themselves and their colleagues from being supplanted by new management)?

The first step toward a plan of action is to recognise what motivates raiders: the prospect of capturing or creating value, and profiting thereby. They try to identify companies that they can acquire at a premium over current market value - and from which they can still make a hefty return, by taking advantage of opportunities that current managers have not pursued. Companies that do not present such possibilities do not show up on the raider screen.

What this means for current managers can be expressed as a variant on the golden rule of "do unto yourself before others do unto you". Managers need to examine their companies as raiders might - searching for ways to generate value - and then they need to act, swiftly and without looking back, on the opportunities they find. The managers who will thrive in the Europe of the 1990s are the ones who have the insight to think like raiders and the will to reshape their companies.

One precept is fundamental to this: that in the domain of value, cash is king. Specifically, the determinant of value is not earnings per share or any of the other handy ratios that stock analysts and journalists often cite; it is plain and simple, free cash flows - operating cash flows minus taxes and what is needed for reinvestment to sustain a company.

Individual businesses, assets, or modes of financing create value only to the extent that they contribute to free cash flows; conversely, they can actually destroy value if they detract from cash flows. Indeed, the rigorous analysis of a company's cash flows can

turn up surprising results: seemingly profitable activities that diminish, rather than enhance, the company's value, and apparently lacklustre businesses that contribute a great deal to it. And such analysis can help to identify initiatives that managers can take to build value - for the providers of capital, employees and other stakeholders.

Consider a real case: about a year ago, McKinsey helped a large company - let us call it the E.G. Corporation - look at itself as a raider would. The company had a stock market valuation of about \$1.5bn (not really, in this discussion, all the numbers have been altered to mask the identity of our client, but by a constant factor so that they are in their original proportions to one another).

Based on the present value of future cash flows from the company as it was being operated, the company was not undervalued by the market; for a raider to make money by acquiring it, he would have to make some changes. We set about assessing the opportunities presented by each of the company's five divisions.

Improvement

● Division 1 was in a strong competitive position in a growing industry; it had a share of more than 50 per cent in some market segments, higher margins than its competitors, and significant technological advantages. But there was still room for improvement: we estimated that a raider (or the company itself) could add nearly \$290m to the division's (and the company's) value by improving productivity, focusing the product line, and consolidating manufacturing facilities.

● Division 2 was, in a sense, too big for its business. The optimal scale for operations in its industry was smaller than E.G.'s; not only did the technology of the business allow smaller companies to undercut E.G.'s prices, but E.G. was not as well-positioned as local and regional outfits to provide the customisation of products that buyers wanted. It was no wonder that Division

2's financial performance was below average for its industry.

But these circumstances, unpropitious for Division 2 as it was being run, were auspicious from a raider's perspective. By improving labour productivity, which stood at half the industry average, decentralising management and cutting overhead costs, an acquirer could increase the value of Division 2's plants by more than \$180m - and realise that increase, plus a \$30m tax benefit, by selling the plants to local managers or others.

● Division 3 was in an industry that was growing slowly, and within that industry it was performing poorly. Its facilities were outmoded, and its operating margins were about 85 per cent below the industry average. In short, this was a division in trouble. But to a raider, the flip side of trouble can be opportunity: the division could be sold to another player in the industry, which, by filling out Division 3's product line and exploiting its own customer relationships, could do more with Division 3 than E.G. could. We estimated that the sale of Division 3 could generate about \$50m in incremental value.

● Division 4 was turning in a mediocre performance in a lacklustre industry. Its organisation was complex and inefficient, and it had a proliferation of brands and products, many of which had not caught on. A raider could make a quick \$110m or so by selling the division to a strategic acquirer in the industry, who could streamline the organisation and develop a unified brand image.

● Last, and in fact least, Division 5 was essentially unrelated to E.G.'s core business; its technological capabilities and its products were not distinctive in its industry; and it had been yielding operating returns well below the industry average. By selling this relatively small division to one of its competitors (or to the division's management), a raider could realise a gain of about \$10m.

Still wearing our raider's cap, we found other steps that a raider could take to fill his coffers, such as selling E.G.'s under-utilised real estate, increasing its

debt to capital ratio from 20 per cent to 50 per cent, and reducing corporate and divisional overheads. This last step alone could generate about \$25m in additional value for E.G. (Far too few companies recognise how great an impact cuts in excess overhead can have on value - or, as a corollary to that, how important it is to focus the corporate centre on those functions that genuinely improve a company's competitive position. See "Why parents must be more particular", this page, Friday June 17). By the time we took that cap off, we had identified value creation opportunities totaling about \$1.2bn - on a base of \$1.5bn.

Admittedly, these numbers were estimates, subject to qualifications and contingencies. But the decisions that raiders make about about which companies to go after are driven by similar estimates, and by their projections of how much money they can cart away from deals. Based on calculations too involved to discuss here, our best judgment in this case was that a raider could pay a 30 per cent takeover premium and still make a profit of about \$400m on an equity investment of \$300m.

For the executives of E.G., this exercise was a warning - but it also presented a challenge and an opportunity. Most of the value



that a raider could capture, about 80 per cent of it, could be secured by current management through operating improvements in the company's divisions, reductions in corporate overhead, and the sales of some businesses and assets. If E.G.'s management took these steps, the company would be a much less attractive target for raiders - indeed, it might not be appealing at all, given that raiders would have to pay a 30 per cent premium to obtain control of E.G. (In fact, E.G.'s management has acted - and the price of the company's stock has moved up dramatically).

But the lesson is not just that the best defence against raiders is to go on the offensive; it is also that current managers have, in many companies, the chance to create enormous value for the shareholders and employees they serve and serve with. That is why raiders can operate in the first place. But it should be the central mission of top managers, whether they feel threatened by raiders or not, to generate value for stakeholders. And if that means thinking like a raider from time to time, so be it.

Jack Murrin, formerly in the London office of McKinsey & Company, is now a partner in New York and co-directs the consulting firm's world-wide corporate finance practice.

Marketing

A suitable Case for treatment

Nick Garnett on the heavy machinery maker's promotional move

A FASHIONABLE designer label it most certainly is not but it does sell products. In the past three years, Case, the big US farm tractor and earthmoving machinery maker has been using its own brand name to sell a range of products from lubricants and radios to toys and clothing.

Having Case scrawled across the front of your country jacket might not suit all tastes but in the farming and semi-rural communities the company is reaping the cash benefits of a brand name that for a long time has meant a great deal in mechanical hardware.

Most of the main tractor maker's goods are going down the same road. Case, part of the Tenneco group, has taken this further than any other company - setting up its own "shops" selling front-of-counter goods at its main dealer sites in North America and Europe. In the UK alone, sales of these Case branded products are worth several million pounds a year.

Stroll into the straggling Gloucester site of West Midlands Farmers, a farmers' co-operative and dealer for Case tractors and you get an idea of what is going on.

The Gloucester retail complex sells a huge variety of goods from Hunter Wellington boots, Lee Cooper jeans and Gola trainers to Bulldog spades, Eley gun cartridges and Simplicity garden tractors.

But over in one corner is an area dedicated almost solely to Case branded products,

stacked up on racking systems provided by the tractor maker. Most of the products are branded Case with the Case logo though they are all produced by mainline manufacturers.

Case radios are made by Radiomobile, Case oil by Silkolene, and many of the toys by the US company, Burt. The big red Case pedal tractors are made by Falk in West Germany. Wrangler produces the jeans for Case.

Why bother doing this? Well, the answer is that Case makes money out of its front of counter operations and believes that spreading the brand name might eventually help sell a few more tractors.

It is a little ironic that Case makes money out of selling accessories on the back of its name as a maker of equipment for which it makes a lumpy loss. Case IH, Tenneco's combined farm machinery and earthmoving equipment division slid back into an operating deficit of US\$239m last year after struggling to a break even position in 1987.

That performance is believed to have precipitated the resignation late last year of Jerome Green, Case president and chief executive officer since 1979 and the departure of some other senior managers, including marketing director John Borden.

The company, which is completing a major plant and component rationalisation programme is predicting a much smaller loss for this year. But

in the distressed farm machinery market, no company is going to turn its back on making a few extra pennies from subsidiary lines of activity.

In the UK alone, Case has retailed 15,000 items of clothing during the past year and since introducing its own label radios last year has sold 5,000 of them. Case-branded lubricants were introduced in 1985 and the company expects sales of these to amount to 2m litres this year. General tools were brought in at the end of last year and sales of these are now averaging £35,000 a month. Dealer sales of paint, lubricants and many other products have risen significantly following the policy of Case branding, the company says.

Case does not make on its merchandised goods the same margins of around 35 per cent it achieves on its spare parts for tractors. But Bill Smith, a Case salesman from front of counter products says that the Case margin is still around 15 per cent.

"We are conscious that we have to price them correctly. We recommend a retail price at a sensible level and it is up to the dealer then to fix the sales price to the customer."

Hard-nosed farmers look to buy their tractor on the basis of cost. Nevertheless, Smith says the sale of branded goods helps with repeat sales. "If you enhance your image then you encourage people to come back for another tractor. It will sell more tractors in the long term."

Business courses

EC 1982 The changing face of European banking, June 30-July 1, London. Fee: £475 plus VAT. Details from Conference Organiser, Business Research International, IBC House, Canada Road, Byfleet, Surrey KT14 7JL.

The fundamentals of finance and accounting for non-financial managers, July 11-15, Brussels. Fee: BFR 91,000 (non-members) and BFR 81,900 (members). Details from Customer Service Department, Management Centre Europe, Postbus 96, NL-3417 ZH Montfoort, The Netherlands. The executives guide to com-

puter integrated manufacturing, Aug 26-27, Glasgow. Fee: £350 plus VAT. Details from the Course Co-ordinator, The Strathclyde Institute, Exchange House, Glasgow G1 1RX, Tel: 041-552 4011.

Managing the design resource, July 4-6, Egham, Surrey and July 25-27, Witney, nr. Oxford. Fee: £850 plus VAT. Details from Conference Administrator, Design Management Short Courses, Kingston Business School, Kingston Hill, Kingston upon Thames, Surrey KT2 7LB, Tel: 01-549 1141.

Strategic Direction - a workshop for creative change, June 29-July 1, Uxbridge, Middx. Fee: £255. Details from Programme Secretary, Management Pro-

gramme, Brunel University, Uxbridge, Middx UB8 3PH, Tel: 0895-56461.

Time management for secretaries, September 7-9, Munich. Fee: BFR 68,000 (non-members), BFR 61,200 (members). Details from Customer Service Department, Management Centre Europe, Postbus 96, NL-3417 ZH Montfoort, The Netherlands.

Tomorrow's opportunities, September 28, London. Fee: £230 plus VAT for single bookings to end June and £250 plus VAT thereafter £175 plus VAT for 4+ bookings to end-June and £195 plus VAT thereafter. Details from KAE Developments, KAE House, 7 Arundel Street, London WC2R 3DR, Tel: 01-579 6118.

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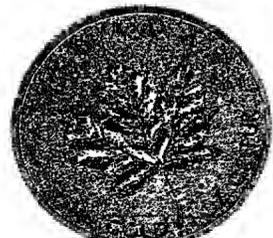
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A bit at a birthday



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Money left over when buying

a car



Build up a golden reserve



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The Gold Maple Leaf. The world's gold coin standard.

TECHNOLOGY

WHEN Tom Brockaw presents the Nightly News on NBC, one of the big three US television networks, he no longer sees a human face behind any of the three cameras in front of him. In NBC's new "robotic" studio, the unmanned cameras are mounted on a rail system that allows the control room operator to move them into place for any conceivable shot.

Although other broadcasting organisations have some remotely controlled studios, NBC believes that it runs the only major news studio with mobile cameras and no cameramen. Bobby Lee Lawrence, NBC's engineering manager, says he and his colleagues "went round the world" looking for companies that could supply a robotic control system for the New York studio.

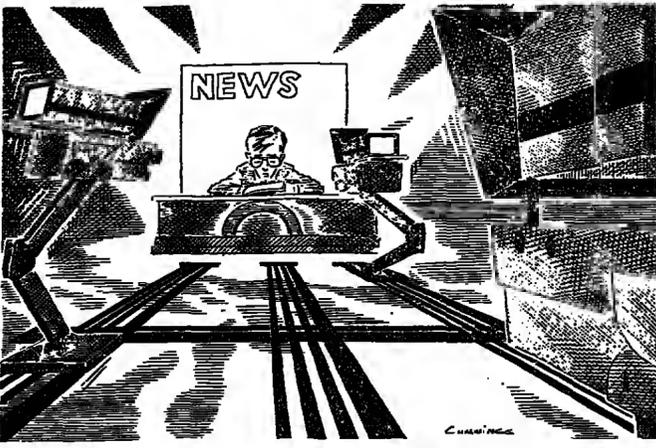
Both shortlisted tenders came from British companies - Radamec, based in Chertsey, Surrey, and Vinten of Bury St Edmunds, Suffolk. Radamec won the \$750,000 contract in June 1987 and met NBC's tight timetable to have the system running and fully tested by March of this year.

The two UK companies were shortlisted again last year when WPXI, one of New York's leading independent television stations, wanted an automated studio for its main news programmes. Vinten won the order in December and, according to Richard Sienko, director of technical operations at WPXI, the system was installed and working smoothly three months later.

Like NBC, WPXI has three unmanned studio cameras which can pan, tilt, zoom, focus and move up and down on a pedestal, under the control of a single operator, but they do not have the additional mobility of NBC's rail system.

Remotely controlled and robotic television systems are a market niche dominated by the two UK companies. Bobby Lee Lawrence says, on the basis of NBC's experience, that industrial robotics companies might find it hard to break into this niche. For example, they are not geared up to make a system that would operate with the silence required in a television studio. Radamec produced a special polyurethane material for the wheels of NBC's robotic cameras, which is hard enough to withstand repeated use, but soft enough to deaden vibration or noise from the moving cameras.

The primary reason for installing the robotic studio was to reduce staff costs, Lawrence says. The system eliminated four camera operators' jobs and, since an average cameraman in New York City makes \$100,000 (\$50,000 a year), it should pay for itself in less than two years. He admits,



Robots focus on the news makers

Clive Cookson explains why the unmanned camera is working its way into television studios

however, that some of the presenters miss the friendly conversations they used to have with the camera operators before the programme and during commercial breaks.

In the UK, Radamec has installed an unmanned studio at Westminster, in London, for Independent Television News (ITN), which is controlled from ITN House two miles away. ITN is now preparing to automate its main studios, according to Philip Marter, head of engineering projects. As at WPXI, there will be no cameramen on the studio floor and all camera movements will be carried out from the control room.

Barry Goldsmith of Radamec says his company recently signed an exclusive agreement with Basys, a subsidiary of ITN specialising in newsroom computer systems, to integrate the studio computer (controlling the cameras and lighting) with the news system (handling the journalists' scripts) from studios, the main application of remotely con-

trolled systems is in televising the proceedings of legislative bodies. Radamec's systems are working in the US Senate and House of Representatives, the Swedish, Norwegian, Canadian and Moroccan parliaments and the Ontario legislature. Vinten has equipped the Swiss parliament, the Saskatchewan legislature and - the biggest order so far - the new Australian parliament building in Canberra, which will have a total of 35 cameras when it is finished later this year.

The two companies are now preparing to compete on home territory for a job which will mean more for their pride than any overseas parliament televising proceedings at the House of Commons. Although MPs voted in February to allow cameras into the House, they have not yet decided which broadcasting group will get the Commons franchise, if any.

The BBC and Independent Television News (ITN) have submitted a joint proposal in compe-

dition with a dozen independent production companies. Some MPs, however, are keen for the House to set up its own broadcasting unit.

But there is general agreement that, whoever is responsible for broadcasting the Commons, the cameras will have to be operated by remote control. And that means using either Radamec or Vinten equipment.

Although the House of Lords is televised by three conventional manned cameras, there is not enough room for cameramen in the more cramped Commons chamber. The plan is to have seven remotely controlled cameras - three on each side of the chamber and one at the end pointing at the Speaker's chair.

The House of Commons presents a greater technical challenge than other legislatures. This is partly because the Commons debating style is faster and less predictable than elsewhere and partly because MPs do not have predetermined seats on the benches.

In other chambers, members are required to speak from a set position. Some, such as the US Senate, have a rostrum for speakers. Others, such as the Australian and Canadian legislatures, give each member a fixed seat with its own microphone.

In the Australian parliament, for example, a member's microphone is not switched on until he is called by the Speaker. The system then automatically switches on the camera best placed to film that particular MP. The Australian system can run under full computer control, without any one in the control room, to provide an archival record of proceedings - a television version of Hansard. However during potentially newsworthy debates, when the output might be required for broadcasting, there will be a human operator with the power to override the automatic selection of shots.

The unpredictability of the Commons means that at least one human operator will always be required to ensure that a camera covers every MP who rises to speak. Radamec and Vinten are discussing with BBC/ITN and the independent contractors what technology will be needed to provide a rapid response. "We're talking about a reaction time of about a second for a camera with a computerised motion finder," says Philip Whitehead, the former Labour MP and television producer who is associated with one of the independent organisations bidding for the Commons contract.

Although the various groups are reluctant to reveal their technological tricks before explaining them to the select committee on televising proceedings, it is possible to outline a quick response system for the Commons. The operator will view the proceedings through a wide-angled camera and as soon as he sees someone rising to speak, he will pinpoint that MP's position on a computerised plan of the House.

Peter Wayne of Vinten says this could be done by moving a "mouse" over an electronic "palette" (which would reduce the chamber to the area of two A4 sheets of paper) and pushing a button when the mouse reaches the MP's position. Alternatively the operator could touch the required position on a touch-screen. The computer would immediately activate the camera which can provide the best shot of someone speaking from that position.

The original timetable was for televised proceedings to start - for an experimental period of six months - with the state opening of parliament in November. But the unit is activated in the usual way. The holder is alerted through beeps or other tone signals or, on some models, short visual messages

Paul Abrahams looks behind the electronic scoreboard at Lord's.

Where the sorry facts are displayed all too clearly

AS ENGLAND finally succumbed against the West Indies pace bowling yesterday, cricket lovers at Lord's could see the sorry details all too clearly.

The reason for that clarity was a new £250,000 electronic scoreboard, next to the Old Tavern, installed by Varitext Displays, based in Newport, South Wales.

The board is unusual because it does not use the electric light bulbs normally associated with electronic systems. These can be difficult to read in strong sunlight - in other words on those admittedly infrequent days with perfect cricketing weather.

Instead, the new 8.4m by 8.4m scoreboard uses 14,400 discs, black on one side and white on the other, which are individually controlled by a computer. Letters can be up to 45cms high.

Each run is entered by a scorer on to an Amstrad microcomputer which automatically alters the scores of the batsman and his team. During England's second innings, it also calculated the all too numerous runs required for victory. The computer sends a 12-volt pulse for two thousandths of a second to electro magnets behind the discs, which turn them to give the score.

A separate computer has also been installed to provide cricketing details, such as the number of Test runs scored by an individual or the number of wickets taken.

The board can produce any configuration, so that pictures, sponsorship logos, advertisements and public information can be digitised on to the computer and then displayed.

Brian Hyde, managing director of Varitext Displays, says the board can even provide moving pictures, though he admits they are a little jerky. He has promised the MCC that there will be

Where the sorry facts are displayed all too clearly

no ducks waddling across it. Hyde says the day to day cost of the electro-magnetic system is minimal, whereas 25-volt light bulbs have to be replaced, on average, every 2,000 hours.

Similar systems have found a wide variety of applications. Varitext says that its boards have been used to display anything from the temperature in aluminium smelters in the Middle East to petrol station prices.

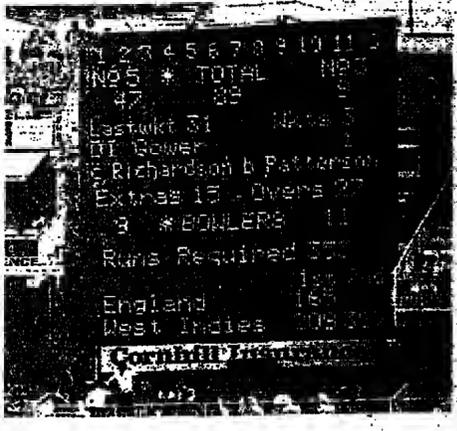
The Japanese have shown a particular interest. Honda, in Swindon, and Panasonic, in Cwmbran, have installed boards that compare the number of goods produced with the weekly targets.

Other manufacturers of such systems include Volttron, in Northamptonshire, and NEL Displays, a subsidiary of Northern Engineering.

NEL has recently provided 17 signs for the M4 and M5 motorways which warn drivers about traffic and weather conditions. Information is sent via telephone lines to the display boards, which can give far more detail than the previous advisory speed limits.

Stephanie Laight, an administrator at NEL, says that its boards, which have a choice of fluorescent colours, can also offer advice to motorists on how to avoid traffic jams or fog.

NEL boards have also been installed in the London Financial Exchange. Sotheby's, the art dealers, and at the ground of a first division football team.



which tell him or her to take a pre-arranged action, such as "ring the boss".

Inter-City also offers a service called Auto-Message. Once again, a specific number is dialled, but in this case a predetermined routine message is sent from an electronic store for reception by pagers with visual displays.

The company can be contacted in London on 803 1466.

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Company Notices

CANADIAN PACIFIC LIMITED

At a meeting of the Board of Directors held today, the following dividends were declared:

ORDINARY SHARES
A quarterly dividend of fifteen cents (15c) Canadian per share on the outstanding Ordinary Shares, payable on July 28, 1988, to holders of record at the close of business on June 27, 1988.

PREFERENCE SHARES
A semi-annual dividend of \$0.02 per Canadian Dollar Preference Share and 2/5 pence per Sterling Preference Share on the outstanding Preference Shares in respect of the year 1988, payable on July 28, 1988, to holders of record at the close of business on June 27, 1988.

BY ORDER OF THE BOARD,
O. J. DIEBEN
VICE-PRESIDENT AND SECRETARY
MONTREAL, June 12, 1988.

Legal Notices

NOTICE OF APPOINTMENT OF LIQUIDATOR PURSUANT TO SECTION 109 INSOLVENCY ACT 1986

Name of Company: Drayton Japan Finance Ltd.
Registered number: 1022033
Previous names:
Liquidators' names and address:
John Alfred George Alexander
Paul Marwick McLintock
1, Puddle Dock,
London EC4V 3PD
Date of appointment: 14th June 1988
By whom appointed: Members

NOTICE OF APPOINTMENT OF LIQUIDATOR PURSUANT TO SECTION 109 INSOLVENCY ACT 1986

Name of company: Drayton Japan Trust Plc
Registered number: 133466
Liquidators' names and address: John Alfred George Alexander and Christopher Timothy Edmund Hayward
Paul Marwick McLintock
1 Puddle Dock,
London EC4V 3PD
Date of appointment: 15th June 1988
By whom appointed: Members

WORLD SHIPPING & PORTS

The Financial Times proposes to publish a Survey on the above on

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For a full editorial synopsis and advertisement details, please contact:

CLARE REED
on 01-248-8000 ext 3365
or write to her at:
Bracken House, 10 Cannon Street London EC4P 4BY.

FINANCIAL TIMES
LONDON'S BUSINESS NEWSPAPER

CARE OF THE ENVIRONMENT

The Financial Times proposes to publish a Survey on the above on

18th JULY 1988

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

FT LAW REPORTS

Container case is set aside

RIVER RIMA
House of Lords

THE ADMIRALTY Court has no jurisdiction to hear an action in rem against a ship in respect of an agreement for the supply of containers to shipowners, unless the ship on which they are to be used is specified in the contract or at time of performance.

The House of Lords so held when dismissing an appeal by Nigerian National Shipping Line Ltd (NNSL), owners of the River Rima, from a Court of Appeal decision [1987] 1 FTLR 182, setting aside an action against the ship and her arrest by Tiphook Container Rental Co.

LORD BRANDON said that Tiphook's business was the renting of cargo containers. NNSL owned and operated a fleet of ships designed to carry dry cargo and containers, known as "combo" ships, one of which was the River Rima.

On March 9 1987 Tiphook began an action *in rem* against the River Rima, and arrested her. The claim endorsed on the writ was for damages for conversion of containers supplied to the River Rima and/or other ships under a lease agreement, and for failing to maintain them in good order and repair.

NNSL, as owners of River Rima, applied to set aside the writ and arrest, on the ground that Tiphook's claim was not within the Admiralty jurisdiction of the High Court.

Mr Justice Sheen declared that the claim was within the court's jurisdiction, by virtue of section 20(2)(m) of the Supreme Court Act 1981. The Court of Appeal allowed an appeal by NNSL and Tiphook now appealed.

The lease agreement provided for the hiring of cargo containers from Tiphook by NNSL as required by NNSL from time to time. It incorporated Tiphook's standard terms and conditions of business.

Containers were to be collected by NNSL from and re-delivered to depots run by Tiphook throughout the world. Rent was to be calculated on a daily basis. Containers were to be supplied in good order and condition, and were to be maintained and re-delivered by NNSL, in like condition.

The hire of each container was to be treated as a separate contract.

There was no provision that the containers hired should be used for the carriage of cargo by any of NNSL's ships, specified or

unspecified.

NNSL's evidence was that the leased containers had been used by another company, and were for the convenience of the various shippers who utilised NNSL services.

It was clear from the evidence that when NNSL agents took delivery of any container from Tiphook's depot, Tiphook did not know on what ship, whether owned by NNSL or some other shipowner, it would ultimately be carried.

The Admiralty jurisdiction of the High Court and its exercise *in rem* were governed by sections 20 and 21 of the Supreme Court Act 1981. Section 20(2)(m) provided that the Admiralty Court had jurisdiction to determine "any claim in respect of goods or materials supplied to a ship for her operation or maintenance".

The claim endorsed on the writ was framed as a single claim, relating to an unspecified number of containers. The claim must be treated as comprising a series of separate claims relating to each of the containers alleged to have been converted or not properly maintained.

The main question therefore, was whether, having regard to the terms of the lease agreement and the procedure followed by the parties under it, each of the claims relating to individual containers was a "claim in respect of goods or materials supplied to a ship for her operation or maintenance" within section 20(2)(m).

It was clear that paragraph (m) contemplated a contract of supply, whether by sale or hire, between the claimant and a shipowner. But the expression used was "supplied to a ship", and not "supplied to a shipowner".

There were two main kinds of contract pursuant to which goods or materials required for the operation of a ship might reach her.

The first was a contract which expressly provided that the goods or materials were required for the use of a particular ship, the identity of which was specified in the contract or would be specified by the time it came to be performed. The second was a contract which contained no reference to a particular ship, leaving the shipowner to make his own decision about that later.

The first kind of contract was a contract under which goods or materials were "supplied to a ship" within the meaning of paragraph (m). The second was not a contract for goods or materials to be "supplied to a ship". It was no more than a contract for the sup-

ply of goods or materials to a shipowner, and as such did not come within paragraph (m).

In the present case the series of contracts made between Tiphook and NNSL for the hire of individual containers were not contracts of the first kind, but of the second kind. It followed that the claims did not come within paragraph (m) and were therefore not within the Admiralty jurisdiction of the High Court.

That conclusion was reached solely on the basis of construing the words of paragraph (m). It was however, strongly supported by consideration of the paragraph's historical background.

Paragraph (m) was derived, through section 1(1)(m) of the Administration of Justice Act 1956, from article 11(1)(k) of the International Convention for the Unification of Certain Rules relating to the Arrest of Seagoing Ships (Brussels 1952). Article 11(1)(k) was in turn derived from section 22(1)(a)(vii) of the Supreme Court of Judicature (Consolidation) Act 1925, by which the Admiralty Court had jurisdiction over "any claim for necessities supplied to a ship".

Since proceedings *in rem* in respect of a section 22(1)(a)(vii) claim could only be brought against the particular ship in respect of which the claim arose, it was an essential ingredient of such a claim that it should relate to necessities supplied to a particular ship, the identity of which had either been specified in the contract of supply, or at least notified to the supplier when the necessities came to be delivered. Since specification of the identity,

of the particular ship was an essential ingredient of a section 22(1)(a)(vii) claim, it was to be inferred that it was also intended to be an essential ingredient of a claim under article 11(1)(k) of the Convention, which was derived from that earlier English provision.

That inference was reinforced by article 3 of the Convention which permitted the arrest on a maritime claim of either the particular ship in respect of which the claim arose, or a sister ship. Unless it was intended that an article 11(1)(k) claim should relate to goods or materials supplied to a particular ship the option of arresting the particular ship in respect of which the claim arose would be pointless.

On the basis that specification of the identity of the particular ship to which goods or materials were supplied was an essential ingredient of an article 11(1)(k) claim, it must also have been intended to be an essential ingredient of a corresponding claim under section 20(2)(m) of the 1981 Act.

That historical background of section 20(2)(m) strongly supported the construction arrived at on the basis of its wording alone.

The appeal was dismissed. Their Lordships agreed.

For Tiphook: Stuart Boyd QC and Mark Haggood (Allen & Overy)

For NNSL: Richard Atkins QC and Lionel Persey (Hill Dickinson & Co)

Rachel Davies
Barrister

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The Financial Times proposes to publish this survey on:

6th JULY

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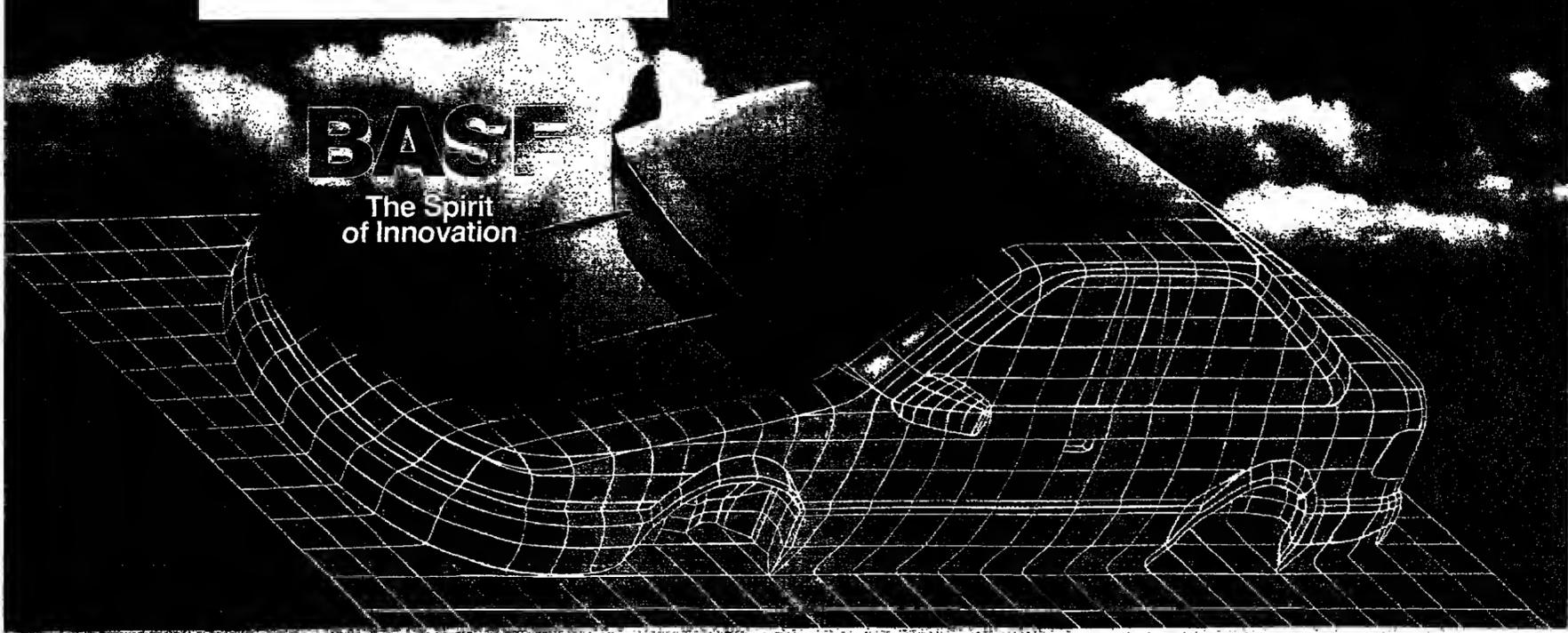
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APPOINTMENTS

New chairman for Relyon Group

Following the retirement of Mr John Allinson Smith at the annual meeting of RELYON GROUP, Mr Ralph Platt has assumed the position of chairman in addition to his responsibilities as managing director. Mr Norman D. Graham is to join the board of Relyon Group as chief executive of the group's subsidiary, Relyon Ltd. Mr Graham was formerly a divisional director of CV Home Furnishing, part of Coats Viyella.

Mr Richard Poynder has been made managing director of KEY-LINE SHOPPING. He was formerly sales and marketing manager of Nixdorf Computer's finance division.

Mr David Martin has been appointed a director of RENOLD.

PLESSEY CO has made Mr Andrew Given its group finance controller. He joins from Northern Telecom where he was vice-president finance for the European division of Northern Telecom Europe.

At FERRYMASTERS Mr Derek Munt has become managing director. He has also been appointed to the board of P & O European Transport Services, a subsidiary of the P & O Group. Mr Munt has been deputy managing director since November 1985.

Dr Maurice Riddick is joining

STAINLESS METALCRAFT on July 1 as chief executive responsible for fabrication and engineering activities. He comes from his own company, Burnett and Rolfe, following its sale to the APV Group.

Mr Richard Adam has been appointed to the new position of group finance director at TELEVISION SOUTH. He was previously group financial controller.

Mr Lawrence Coppock has become finance director of B & Q. He comes from HP Bulmer where he was finance director.

Professor Peter Moore, principal of London Business School, has been elected president of the ROYAL STATISTICAL SOCIETY. He succeeds Sir John Kingman for a two-year term of office.

On July 1 Mr Brian Harrison, managing director, becomes deputy chairman of FIELD AUTOMOTIVE, and Mr Michael Simpson managing director. Mr Simpson has also been appointed chairman of Somet and Mr Harry Knight has joined Somet's board as financial director. Mr Barry Stone has been appointed director and general manager of Field Aircraft, and Mr Martin Dunley, commercial director. Mr Michael Marchant joins Field Aviation (Heathrow) as director and general manager from Air Europe

where he was director of engineering. DECLAN KELLY GROUP has made Mr Norman Lindsay its group finance director. He was previously group finance director at Vallin Pollen International.

Mr J.P. Gray, managing director of Escot Products, has been elected chairman of the VITREOUS ENAMEL DEVELOPMENT COUNCIL.

STIRLING HENDRY FINANCIAL SERVICES has appointed Mr John S. Elder an executive director.

At PIERI (UNDERWRITING AGENCIES) Mr Howard J. Thompson has been appointed a director from July 1. He is underwriter of Marine Syndicate 308.

CENTREWAY TRUST has appointed Mr Tony Robinson as group managing director. He remains managing director of Centreway Development Capital in addition to his group responsibilities.

Mr Roger Billett has been appointed a director of ARDNELL HOUSE SECURITIES and ARUNDELL HOUSE (CITY). He will have overall responsibility for the project management of the office and retail development programme the company is carrying out in the City and Home Counties.

HENDERSON ADMINISTRATION GROUP has made the following appointments: Mr Robin Holland-Martin has become an executive member of the main board. He was previously a non-executive director. Mr Richard Henderson has been appointed managing director of Henderson Financial Management, the private client division. He was previously in charge of North American securities. Mr Geoff Owen returns from the group's New York office to become managing director of Henderson's international division. He retains his position as senior vice-president of Henderson International. Ms Sally Marshall becomes a deputy managing director of Henderson, Pension Fund Management, with special responsibility for intermediary liaison.

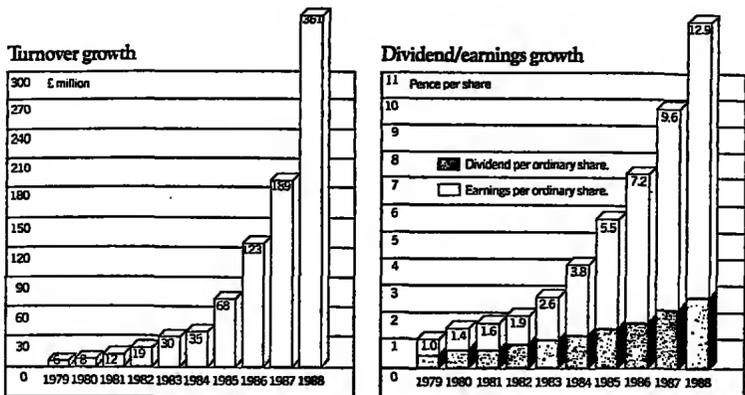
General Sir James Glover, former Commander in Chief, UK land forces, has joined the board of DELTA DATA SYSTEMS.

ERNST & WHINNEY has appointed Mr Nigel Moore to the new post of partner with responsibility for Continental practice liaison and development from July 1. He has been managing partner of Ernst & Whinney's London office since March 1986. Mr Nick Land, a member of the firm's managing body, replaces him as managing partner, London office.



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J. Lowe
Chairman.

CONTRACTS

Servicing US military health care

MILGO, Florida, has been selected by Science Applications International Corporation to provide multiplexers and modems for the 81st Department of Defense Comprehensive Health Care System (CHCS) project. Rascal-Milgo estimates the value of its contract to be in excess of \$40m (£22.5m). The CHCS will modernise the collection and processing of medical treatment information for military personnel and their dependents at military hospitals and clinics throughout the world. The system will be deployed over an eight-year period at more than 750 hospitals and clinics, ranging in size from the large Walter Reed Army Medical Center in Washington, DC, to small clinics. Medical departments such as the pharmacy, radiology, laboratories, admissions and scheduling will be able to share the computer network. Science Applications International Corporation (SAIC), of

LaJolla, Calif., won the contract in March. Rascal-Milgo Government Systems Inc. will be the subcontractor for data communications access and concentrator devices on the eight-year open-ended contract, providing Omnimux multiplexers, Omnimode modems, Com-Link modems and digital service units. Most of the computer hardware is being manufactured by Digital Equipment Corp. Rascal-Milgo has been working with SAIC at Ft. Knox, Ky., army hospital for a pilot demonstration during the past half year.

WIMPEY CONSTRUCTION UK has been awarded public and private sector work totalling more than £5m. Refurbishment contracts have been awarded by Middlesbrough Borough Council, Bradford and Kirklees Metropolitan Councils and the company is also to build council housing in Kingston-upon-Hull.

Work has begun on a £500,000 contract for the refurbishment of 24 flats in two two-storey blocks in Langridge Crescent, Middlesbrough. The buildings will be given a brick outer skin, new windows, porches, windows and doors. Internally, work includes the replacement of doors, flooring and kitchen units, and electrical and heating systems. In Bradford 73 homes on the Swain House Estate, Wood Lane off Kings Road, are being upgraded under a £1.3m contract which will be completed in January 1990. New kitchens, sanitary fittings, windows and doors will be installed and cavity wall insulation, plasterwork and re-decoration carried out.

Thirty-one bungalows are under construction for Kingston-upon-Hull City Council under a contract valued at £970,000. The bungalows, in Hopewell Road, Hull, will be handed over in January 1989. Construction is of tra-

ditional brick/block on concrete foundations. A design-and-build contract, has been awarded by Leeds City Council, worth £1.32m, for an adult training centre in Scott Hall Gardens, Scott Hall, Leeds. The 1,470 sq metres building will be of traditional construction and will include a mini-bus garage and an all-weather tarmacadam metail pitch. Under another contract, Wimpey is to refurbish premises in Chapeltown Road, Leeds, to form industrial units. Work involves extensive external and internal repairs and is due for completion in October. Refurbishment work has started at the Dewsbury School in Rockley Street, Eastborough, Dewsbury for the Kirklees Metropolitan Council. The external and internal works are being carried out on the first middle and nursery schools, and on an adjacent site, the old St Philip Hall is being demolished to provide a car park for the school.

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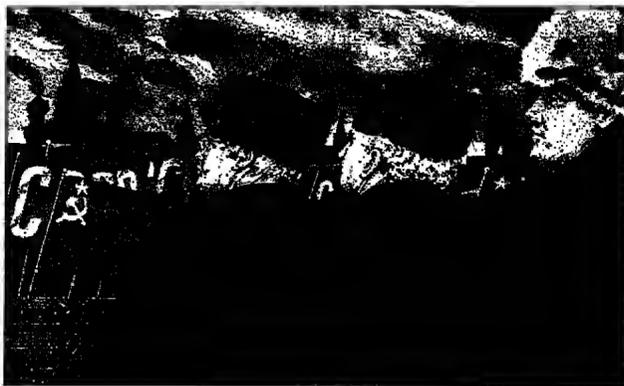
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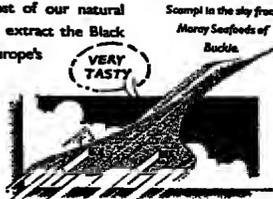
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Fresh thoughts on organisational stupidity

BY MICHAEL DIXON

EVERY Jobs column reader I have ever met has not only known the "Peter Principle", but claimed to have worked under someone conforming to it. Even so, lest there be those among us today who are unaware of the principle, I had better state it: In a hierarchy, people rise to a level of responsibility at which they are incompetent. While that phenomenon does not occur in every case, history suggests it is common enough to qualify as one of the Laws of Organisational Stupidity which this column has taken on the solemn task of codifying. The test for inclusion in the code is that, in the matter of predicting what actually happens, the law at issue must be at least as reliable as the laws of economics. When the principle was first enunciated by Dr Laurence Peter two decades ago, the reason given for the phenomenon was simple. If you are competent at a given level of responsibility, you tend to be promoted to the next higher one. If you are not, you do not. So the level at which people eventually arrive and stick, being neither further promoted nor fired, is one where they are incompetent to do the work. A corollary, of course, is that they wield their greatest power at the point where they are most apt to do damage. But organisation-watchers fairly soon realised that, although the phenomenon owed something to the simple almost mechanical process just outlined, it could not be the fundamental explanation. And in the following years, numerous attempts were made to find the definitive answer. Most of them pursued the same line of thinking: that the key lay in the curious workings of human perception and judgment. An example was the claim that the Peter effect was underlain by another law of organisational stupidity called Doyle's Dampener, which states: Mediocrity can recognise nothing better than itself. It was argued that, far from being inherent in the promotion-deciding machinery, the effect is triggered only when mediocre people are put in a position with power to appoint subordinates. Then, since the best work they are able to perceive can be no better than the mediocrity of their own, they relentlessly promote the middling over the top performers. Moreover, once the blight takes hold, it tends to spread until the entire outfit is not just led from head to foot, but convinced it glitters like gold. Although the plausibility of that hypothesis was equalled by several of the others put forward, none succeeded in identifying the root of the problem. And there the delving rested, the pay dirt apparently beyond reach. Suddenly, however, a fresh possibility of advance has been raised by the proposal that the previous probers were digging down quite the wrong line. For one trait they virtually all shared was that they were looking for the explanation in individuals. They assumed that the Peter effect was triggered by some flaw such as inadequacy for higher-level work in a single person. Having been stricken with wrong promotion, that person then inflicted it on someone else similarly misguided who did the same to another one, and so on. who is coincidentally executive vice-president of a big American group, suggests it is misleading to state that: "... people rise to a level of responsibility at which they are incompetent. For those very words imply that it is the promoted individuals who are to blame for the wretched outcome. The fact is rather that "in an organisation, responsibility rises to a level at which people are incompetent to discharge it." That process can be illustrated by citing British Rail - which is to observers of organisational stupidity what the Falkland Islands are to penguin-fanciers, although its value to scientific research may now be endangered by the Government's thoughts of trying to privatise it. Needing to come into the office the other day earlier than the "morning" paper reporter's usual starting hour of 10 am or so, I reached my local station at the sort of time most of the world's workers set out. My station is at Greenwich, a place high on the list of foreign tourists in London, one of whom was already at one of the two open windows of the booking office. He was having trouble in communicating his wants albeit since he spoke some English, it was less trouble than I would have in his country. Behind him, 23 pin-strippers of either sex were waiting to buy their ticket. Even though a train to London arrived, they stayed in the queue. There would have been no point in doing otherwise.

Snags

There are certain snags with that assumption. Let's suppose that the nonsense did begin with the arrival of an ill-fitted man in a job empowered to appoint staff. Since he could hardly have got there except through someone else's agency, his arrival in the job is not the root cause. So we must trace who promoted him. When we have found the hanger responsible, we must trace who ever misappointed that person... We shall eventually reach Adam. Who promoted him? So unless we are to end up attributing the Peter effect to something like original sin, we shall have to find a different starting point for the inquiry. And the one now being proposed is that the effect arises, not from an inadequacy of any one person, but from some insanity generated by large numbers of the same getting together in organisations. Indeed, the organisation-watcher Norman Augustine,

For at the door to the platform stood two gold-braided stalwarts turning back anyone without the requisite hit of paper issued by BE's new computerised ticket-dispenser at about a tenth of the speed of the previous manual device. The police-like pair were presumably there to deter the sizeable number, but still small minority of people who cheat by travelling without paying. The odd thing was that no aspiring passengers were going to the other open window, despite the presence there of another of the station's regular staff. It turned out that, whereas the old manual system would have allowed him to serve some would-be customers, he was no longer able to supply any ticket issued by the costly electronic gadget at the other window. All he could give out was things it did not, and alas nobody wanted them. Moreover, while automatic dispensers of tickets for standard journeys have been installed at some stations, there is none at the Greenwich tourist-resort. Hence British Rail was putting twice the staff resources into repelling customers that it was into enabling them to travel. As the Jobs column stood observing the scene, several more would-be passengers arrived and glumly joined the line. When one looked inquiringly at the queueless window, I began to explain the state of play. "Oh I know that," he said. "It's like this most mornings of the week." Now here we would seem to have an example of the effect of the rewarded Peter Principle. It was clear the station staff - unlike the visiting stalwarts who were evidently glorying in their task - did not like being unable to help the queuers to go to work. But they were not responsible for doing so, because anyone having responsibility for a service must have the authority to make it possible.

Higher places

The responsibility for serving the customer had therefore risen to some higher level of British Rail's hierarchy (I tried to find out which level, but nobody engaged in the event seemed to know). Even so, it could surely not be said that the failure to discharge the responsibility is rooted in an inadequacy of the individuals to whom it had risen. It is true that they are not as competent at enabling people to buy tickets to travel as they are at stopping them from travelling in consequence. But whereas they know from underlings reports that cheating occurs, the loftiness of their offices prevents them from knowing what might be happening at any point where customers actually have to be served. So the failure is rooted not in them but in their position. Or so some people might argue, at Augustine's Laws. Viking Penguin, £12.95.

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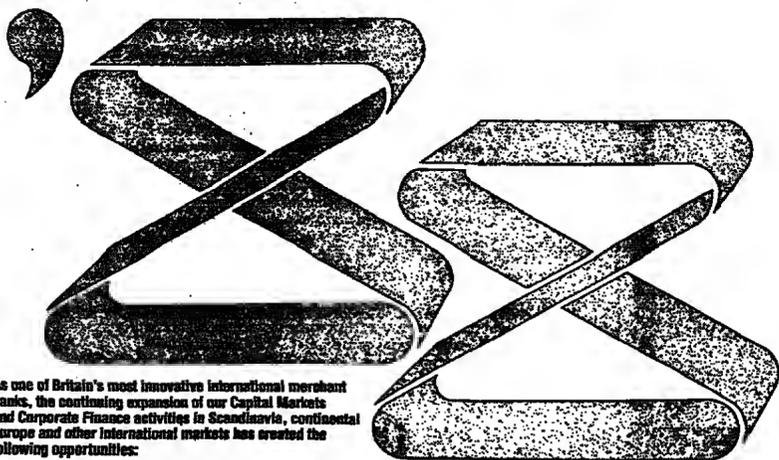
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ARTS

Panorama/King's Head

Martin Hoyle

The two spinster teachers share a home on the island. The picture window reveals their beloved "panorama" dominated by Table Mountain across the bay...

There are almost two plays here, political and personal. The girls are portrayed with subtlety. Rosa, apparently fulfilled, is shown as a fantasist...



The New Shakespeare Company has wasted no time in reviving its 1987 production of A Midsummer Night's Dream...

Television/Christopher Dunkley All clued up about game shows

"And now if the gorgeous Cheryl would do the honours, less meet the couples who've gonna play That's Your Game..."



Degree of intelligence required: "Connoisseur" (Bamber Gascoigne); "Mastermind" (Magnus Magnusson)

Not that the contestants are the only ones to get things wrong. In Tarby's Frame Game...

Appearance is everything in this show. Martin Shaw, a perfectly ordinary actor, is used as a go-between presenter...

Both the formats and the target audiences of these shows clearly vary considerably. At one extreme there is ITV's Fun The Gauntlet...

Appearance is everything in this show. Martin Shaw, a perfectly ordinary actor, is used as a go-between presenter...



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Appearance is everything in this show. Martin Shaw, a perfectly ordinary actor, is used as a go-between presenter...

Lohengrin/Covent Garden

Andrew Clements

The Royal Opera's Lohengrin is now 11 years old, and was last seen in 1981 when the company included it in the repertoire of its season in Manchester...

With such comings and goings it seems paradoxical to report that the central quartet of singers proved to be easily the most impressive component of the revival on Monday...



Paul Frey, top, and Hartmut Welker

A Fine Film of Ashes/ICA

Michael Coveney

Steve Still's intriguing, attenuated monologue in a house of death is a companion piece to his Bush Theatre production last year of Five Smooth Stones...

Wolpe and Cage/Almeida Festival

David Murray

A long Monday evening at the Festival began with the BBC Singers introducing us to some fine, neglected Stefan Wolpe. Practically all of Wolpe's music is neglected...

hour or for a whole one, while at intervals of three minutes the climaxed and descended a few chromatic steps...

for Five (a piano quintet, literally and metaphorically spread-out) and the leader Irvine Arditti delivered the first sixteen "Freeman Etudes"...

Arts Guide

THEATRE LONDON The Common Front (Phoenix). Second London chance for David Simon Gray comedy about Cambridge graduates in love...

WASHINGTON The Search for Signs of Intelligent Life in the Universe (Lincoln). Lily Tomlin repeats her award-winning solo performance of the crazy people...

CHICAGO Pal Joey (Goodman). Set in Chicago in the 1940s, this Rodgers and Hart classic, directed by Robert Falls, follows in hunting melodies the escapades of a classic bell caught between the one who loves him and the rich lady he wants...

Saleroom/Antony Thorncroft

Record for manuscript

Sotheby's secured some remarkable prices in its sale of medieval manuscripts and miniatures, including auction records for English, Flemish and Italian manuscripts which had been acquired around 1900 by the first Lord Astor...

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FINANCIAL TIMES

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Wednesday June 22 1988

Decoupling the unions

BRITAIN'S trade unions could help to save the Labour Party by walking away from it. For the dominance of the party by the major unions is a principal reason for its loss of its general election in a row. That dominance is probably the single most important cause of the distrust of Labour by the very centre-ground voters whose support it must win if it is to avoid a fourth defeat. Antipathy to the political role of the unions probably reached a peak during the final months of the last Labour government. It was exacerbated by the "winter of discontent" in which it became apparent that the public services unions could exercise greater power than the elected Government of the day. A decade has since passed, and those memories have begun to fade. Membership of the trade unions has fallen sharply. The unions themselves are no longer in the councils of government nor would they necessarily be if Labour were to be voted back in the early 1990's. The Trades Union Congress has deliberately held its peace on matters of policy, in the knowledge that a certain distancing of its affairs from those of the Labour party would benefit the latter. Yet suspicion of the political role of the unions persists.

Kinnock's counter-signal

The reason is that that suspicion is constantly rekindled. The latest instance is the nine-day wonder that began with Mr Neil Kinnock's apparent signal, in a television interview, of an impending revision of the electoral system. The signal was an unilateral disarmament, and ended yesterday with the Labour leader's counter-signal, in a newspaper interview, of a scuttling back to his original position. The most significant of the events that happened in between was a decision by the executive committee of the Transport and General Workers Union to postpone a vote on whether to support Mr Kinnock and his deputy, Mr Roy Hattersley, in the current leadership election campaign. The general secretary of the union, Mr Ron Todd, indicated that it was up to the party conference (where the union vote is preponderant), and not Mr Kinnock or his deputy, to make policy. Many of Mr Kinnock's other colleagues

expressed disquiet at the original tentative proposal that unilateralism may be revised, but the T&GWU voice was the most potent. The Labour leader has shown, in the plainest possible way, that he is not a master. Labour would do far better if its relationship with the trade unions could be made more like the one between the US unions and the Democratic Party. The unions would contribute to campaigning activities, and to carrying conviction while so doing. Since it is clear that Mr Kinnock is highly unlikely to move in any such direction, the hope for Labour now rests with the more modern-minded and rational unions themselves.

No-strike agreements

The most prominent of those is the EETPU electricians' union, which will learn today whether it is to be suspended by the TUC for its insistence on adhering to no-strike agreements. The expectation is that it will eventually leave the TUC altogether, although it would hope to remain affiliated to the Labour party. It might merge with the Amalgamated Engineering Union, which is also led by reformists. Some unions are anyway outside the party machinery. The Union of Democratic Mineworkers has broken away from the old National Union of Mineworkers, which is still led by the crusading Mr Arthur Scargill. The National Union of Teachers has recently moved towards a trade unionism that gives greater precedence to service for its members than to the pursuit of political campaigns. As the nature of British trade unionism changes, so the old, uncompromising leadership (including that of the T&GWU itself), will come to seem less relevant. It is too soon to expect the EETPU, the ABE, and like-minded unions to initiate a voluntary decoupling of themselves from the Labour Party, but not too soon to postulate that events are beginning to move rational unions towards such a conclusion.

Hope for peace in Indochina

THE US, the Soviet Union and China are now in a process of improving relations with each other in pouring resources into unwinable local wars. Hence the prospects for resolving at least some of the world's long-running regional conflicts are a great deal better than they were a few years ago. The US learned the lesson first: it could not win the Vietnam war and neither could its clients, the South Vietnamese. Mr Mikhail Gorbachev, the Soviet leader, has been the most important recent convert, pulling out of Afghanistan and indicating that attempts to deal with other conflicts would follow. Increasingly, small wars will have to be fought without help from the Big Guns. Indochina, which contains some of the world's poorest and most war-ravaged nations, looks to be an early beneficiary as the Soviets turn their attention to Vietnam and its occupation of Kampuchea. The Communist victory against the US in Vietnam had profound regional repercussions. These included a Communist victory in Laos and the devastation of Kampuchea by Pol Pot's inhuman Khmer Rouge forces from 1975 until 1978 when Vietnam, backed by the Soviet Union, invaded.

Fertile nations

The Indo-Chinese are clearly better at winning wars than prospering in peace. Kampuchea, Laos and Vietnam are resource-rich and fertile nations which have moved resolutely backwards in the world economic league for more than a decade. (The Burmese, another great fighting people, have simply failed to move forwards for about 30 years.) Some time ago the Soviet Union gave notice privately to Vietnam that the S2bn a year in aid to support the occupation of Kampuchea could not continue indefinitely. Vietnam therefore announced that it would withdraw from Kampuchea by 1990 and has more recently indicated that 50,000 of its 120,000 troops

might go by the end of this year. This raises the question of the future government of Kampuchea. The Khmer Rouge, with support networks in the countryside which the Vietnamese have never been able to smash, has been consistently supported by China and has remained confident of returning to power. China, however, has become noticeably anxious in the last year or so about the international opprobrium it attracts for supporting what is widely regarded as one of the nastiest forces in the world. The US has become convinced that China will back away from the Khmer Rouge rather than be left supporting another campaign of violent pillage while the Soviet and US claim to be peacemakers. The most hopeful sign yet is that the Chinese have made clear that Prince Sihanouk, the exiled leader of an opposition coalition, should be the new leader of Kampuchea and that Pol Pot's group must not have a majority - if indeed it is included in the government at all.

Regional stability

Each country has much to gain from regional peace. Vietnam, once it quits Kampuchea, will be eligible for western economic aid. Kampuchea (without a Khmer Rouge government) would be able to start a peaceful reconstruction with international help. Thailand and Laos, which have made progress in resolving a dangerous border conflict, would both benefit from a new regional stability as trading and investment links opened up. The consequences for the major powers are much greater. The Vietnamese occupation of Kampuchea is now the major obstacle to an improvement in Sino-Soviet relations. The US, while understandingly nervous about the implications of a new rapprochement between the two great Communist powers, will welcome the lowering of tension in the region and the removal of Soviet and Chinese military influence from an area which the Americans had to leave so ignominiously in 1975.

Raymond Snoddy looks at the issues posed by the expansion of satellite TV in Europe

The battle for television's soul

THERE WAS consternation in the British broadcasting world earlier this month when Lord Young, Secretary of State for Trade and Industry, tentatively suggested that the Government was considering the eventual transfer of two of the four national television channels to satellite distribution.

But his first thoughts were far more drastic. He wanted to move both BBC2 and Channel 4 to satellite within three years - until he was persuaded that this timetable was impractical. A move by 1991, he hoped, would simultaneously solve two pressing problems for his department, the DTI. First, viewers who wanted to continue watching Channel 4 and BBC2 after 1991 would be virtually forced to buy satellite receiving equipment. This would give an important boost to the commercial chances of British Satellite Broadcasting (BSB), the UK's 5225m direct broadcasting by satellite venture founded by Granada, Pearson (publisher of the Financial Times), Virgin and Anglia Television. Such a boost would have been doubly welcome for BSB in the light of Mr Rupert Murdoch's decision earlier this month to begin transmission of Sky Television, including four "free" channels, on the Luxembourg satellite Astra in early February - well ahead of BSB's projected start-up. Mr Murdoch's announcement may make it more difficult for BSB to raise its second-round financing of £400m. Second, clearing the frequencies used by two of Britain's four national channels would allow more commercial channels to be created. This might reduce complaints from advertisers about the rising cost of television airtime in the UK.

As Lord Thomson, chairman of the Independent Broadcasting Authority, asked pointedly at a private meeting when Lord Young outlined his original suggestion, were the interests of advertisers being put before the interests of viewers?

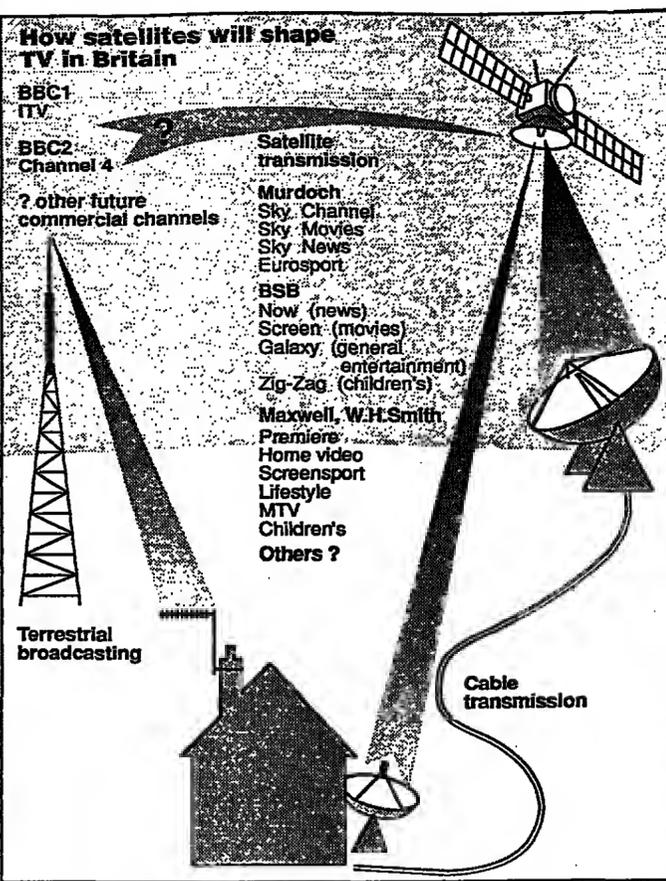
The proposal that finally emerged was a much more tentative joint Home Office-DTI investigation into the possibility of transferring to satellite, without a time limit and with an undertaking that normal land-based transmission would continue alongside satellite distribution until at least 50 per cent of homes could receive satellite broadcasts. However, the tension between the Home Office and the DTI over broadcasting policy - demon-

strated by the way in which the proposal was outlined by Lord Young, rather than by Mr Douglas Hurd, the Home Secretary and the minister formally responsible for broadcasting in the UK - is only one manifestation of the dilemma presented by satellite broadcasting. As satellite transmission becomes a force to be reckoned with, commercial television continues to expand and the remaining public service monopolies come under threat. Is broadcasting primarily culture or primarily business, or is it an uneasy mixture of the two, and in whose interests should it be developed or controlled?

It is a dilemma being faced by governments across Europe where there are two bodies trying to provide a framework for trans-frontier broadcasting: the 21-nation Council of Europe, which is preparing a convention, and the European Commission, which is finalising a directive. The Council of Europe, a body primarily involved in human rights and cultural issues, has many smaller members who are worried about the prospect of cheap programmes from the US and of foreign advertising broadcast outside their frontiers.

On the other hand, although the EC is obviously interested in protecting a European sense of identity and has been backing minimum European production quotas, its policy has been to ensure that broadcasting, like other products and services, can cross Community frontiers subject to minimum regulation. The tension between the proposed convention and proposed directive was just one of the issues that surfaced last week at a conference in Munich to consider Europe 2000: What Kind of Television, a report by a task force set up by the Commission-based European Institute for the Media and the Amsterdam-based European Cultural Foundation.

At the conference, Mr Andries Overst, chairman of the steering committee which has completed drawing up the text of the convention, appealed for an end to hostilities between the two organisations. He also suggested that the Council of Europe concentrate on creating a broad framework for trans-frontier broadcasting and that the Commission devote itself to such matters as trade and fiscal incentives for the audio-visual industry. "I think it is much better to make this division of labour rather than both organisations fighting



each other," he said. He got an immediate conciliatory response from Mr Carlo Ripa di Meana, the EC Information, Culture and Communications Commissioner who said: "I accept a certain division of roles. It is intelligent, it spares energies. We are not going to fall into the trap

of creating artificial clashes between our institutions." Harmonisation of convention and directive was just one of the Task Force's recommendations for dealing with what it believes is the most profound transformation which the television industry has faced since it was estab-

lished - a transformation marked by both a growing commercialism and internationalism. The main thrust of the report is to warn of the threat to the quality and diversity of Europe's main leisure activity if public service monopolies are replaced by unbridled deregulation. The great

increase in broadcasting hours, says the report, is not being matched by increased original production, in particular in the areas of drama and fiction. "The substantial increase in the number of television services from which viewers can choose is likely to be no more than an illusion if the schedules of the different channels are filled with the same imported or repeated programmes and the production of European programmes does not increase proportionately," the report said.

There is also a view that increased competition, apart from pushing up the cost of acquired programmes, will either force minority programmes off the screen altogether or relegate them to off-peak viewing. Mr David Plowright, chairman of Granada Television, suggested that commercial public service broadcasters such as Granada are adapting to the new highly competitive environment and seeking new production markets in Europe and America.

He told the broadcasters at the conference that in August Granada will begin filming a co-production of Charles Dickens' novel of the French Revolution, A Tale of Two Cities, mostly in France with French partners Dune and Pathe. All the close-ups will be shot in both English and French with two sound versions being edited from a single negative.

Another important aspect of the conference was the support from Mr di Meana for Task Force recommendations that European public service channels should be set up, particularly for news. "A multilingual European news service should be the top priority of any political action at the European level," he said. The conference also decided to set up a group charged with creating a European Television Forum, a non-governmental body "to stimulate and monitor the development of TV services". But before such a forum is likely to meet the 16-channel Astra satellite is due to be in operation and with it Mr Rupert Murdoch's four new television channels.

As Mr Jim Styles, managing director of Sky Television, told the Munich conference: "The future of television is choice - no different to any other product or service."

"A healthy mixture of fun and thought is how television will develop," he added. "And it will happen automatically."

Quiet revolutionary from Australia

JIM STYLES, managing director of Sky Television, Mr Rupert Murdoch's European company, is adamant about the prospects for its four advertising-financed channels, to be broadcast direct by Astra satellite to dish receivers returning to Britain at 1991. "It's the way the world will go. People want choice. It's going to happen," says Mr Styles, a quiet Australian who started as a sales representative at Mr Murdoch's first television station in Adelaide in 1958.

Now that the grand announcements are over, it is Mr Styles' job to ensure the establishment of February of three new channels to do Sky which, six years after its creation, is currently available on cable in 12.6m homes in 21 countries. To date, Sky has accumulated losses of £40m, so the satellite expansion is a considerable gamble.

"We have seven or eight months to put it together and that's not hard," says Mr Styles, who is today travelling to Los Angeles to continue the task of creating Sky Movies, one of the new channels.

There have been previous trips to Los Angeles, and Mr Styles says he already has considerable commitment from the industry for a channel that will show 12 hours of films a day. Sky Movies will be able to draw on the film library of Mr Murdoch's film studio, Twentieth Century Fox, but it will not all be Fox, he says. "I don't have any worries about the quality of the movies. They will be more than acceptable," says Mr Styles,

who adds that a pay film channel devoted to newly released films is an additional possibility.

Plans for Eurosport, the joint venture between 15 members of the European Broadcasting Union, including the BBC, and Mr Murdoch's News International, are well advanced. "We have a business plan. Everything is set up and we are just waiting for the reaction from the European Commission," Mr Styles says.

W.H. Smith's rival satellite sports channel, Screensport, has lodged a complaint that the Eurosport plan to use exclusive EBU rights to major sporting events is illegal under Community competition policy.

Mr Styles says he believes that Eurosport, which will probably employ about 50 people and involve a capital outlay of around £40m to pay for a package of 18 sports, news, and library material 18 hours a day, will go ahead in some form.

The creation of a 24-hour news channel will probably present the biggest challenge. It has, however, long been an ambition of Mr Murdoch's and Mr Styles says much thinking has already been done.

Studio-based, up-to-the minute news supplied by Murdoch newspapers will be supplemented by pictures from Murdoch's television operation. Fox Broadcasting in the US. Further material

will be bought from international news agencies. Links with Britain's Independent Television News are a possibility, but staff contracts will be hired in the UK.

Mr Styles says the most controversial decision of all - to go for PAL, the dominant colour European television standard, rather than choosing the more sophisticated D-MAC, being used by BSB and Mr Robert Maxwell's cable channels, was logical. The pressure to go for D-MAC was, he believes, "a typical engineering and marketing-led way of trying to persuade people to buy new television sets."

He believes opting for PAL and the cheapest form of receiving equipment will ensure access to 1m British homes by early 1990. "I have no doubt about it," he says.

Midsummer madness

■ "It was like a scene from Apocalypse Now," commented a police officer resting after the Battle of Stonehenge fought out in the early hours of yesterday.

What started, for the most part, as a good humoured trek from camps near Amesbury to witness the sunrise on Solstice Day ended in violence between the crowd of 4,000 to 5,000 travellers and a trio of 1200 police blocking their path.

The police were enforcing a court injunction taken out by English Heritage preventing access to the stones by all but 500 ticket holders.

Frustrated festival-goers concentrated at the ancient Heel Stone began to throw turf, stones, bottles and metal barriers into the flanks of police. Police support units with shields were brought up to strengthen the line until an order went out to disperse the crowd. A traveller called Don, who would not give his last name, said the police advanced like a "Roman phalanx" into the crowd.

The battle spread across several fields leaving the Heel Stone as an island of protest for four travellers who had scaled it with their black anarchist flag. The four remained talking to police officers as Druids in white smocks, jeans tucked into their socks, enacted a ceremony at the stone's base.

There was a certain amount of drink and Donald Smith, the chief constable of Wiltshire, drew a parallel with the English football hooligans in West Germany last week. "It's the same syndrome in a different way," he said.

OBSERVER

druid, Cecil Chapman. Chapman, 74, thought the ceremony a "lot of bull", and was clearly unconcerned about the world beyond the stones.

Friends together

■ Yesterday was the end of the Toronto summit. It was also the birthday of an unattractive British source.

At the start of a routine morning briefing a group of British journalists burst into a rousing chorus of Happy Birthday, before presenting the source with a birthday cake and a large teddy bear.

Bernard Ingham, the Prime Minister's Press Secretary for it was he - professed himself "deeply touched" by the unexpected display of affection.

After a series of questions on environmental issues, he was asked about the "chemistry" between the leaders during the week's discussions. "There hasn't been much acid rain about", he said.

Hervé's new baton ■ Hervé de Carmoy has a number of hurdles to cross before he assumes full command of Société Générale de Belgique. But as someone familiar with the ambitious Frenchman said yesterday: "Hervé would not have started on this unless he could see his way to running it all".

American Master

■ Professor Baruch Blumberg is the first non-Brit to be elected Fellow of Balliol College, Oxford and the first scientist that anyone can remember. He does have Balliol connections, however; he took his doctorate there in the mid-1950s, was back as a visiting professor in 1963-64 and one of his daughters read English there.

Blumberg was asked whether he would allow his name to go forward about three months ago and said "yes" without much hesitation. He found the interviewing procedure impressive. The Fellows, many of whom he knew and asked "very appropriate questions".

The College expects its Master to continue his academic activity. In Blumberg's case it is medicine. He shared the Nobel Prize for discoveries concerning new mechanisms for the origin and dissemination of infectious diseases in 1976. Much of his work has been on Hepatitis B. He is at present at the Fox Chase Cancer Centre in Philadelphia and intends to maintain scientific links with it.

He also hopes to have a look at the development of Oxford science in general. Fund-raising will play a role. Blumberg notes that Balliol traditionally has had a large number of foreign students: not only Americans, but Australians, Africans and Indians. He has travelled widely in his scientific work and kept up with many of them. Seeking funds from non-government sources, he says, is now a key item on the agenda, and Blumberg men abroad may help.

One of his recreations, apart from middle-distance running, canoeing and cattle-raising, is squash. When in Oxford he plays with the present Master, Dr Anthony Kenny, whom he describes as "very good" and "played for England". Blumberg, who is 62, takes over in October next year.

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FULLER PEISER

A slump in trading volumes has alarmed US stockbrokers. Janet Bush reports

"THEY TURNED the lights out in January," says Mr Rodney Scott, manager of the Wilmington, Delaware, branch of the New York securities house Dean Witter Reynolds.

He, like many stockbrokers with a large clientele of individual investors throughout America, is contemplating the next few months with trepidation.

Mr Scott has to answer to head office about performance when private investors are refusing to bite at yields above 9 per cent in the US Treasury bond market and are showing no interest at all in equities.

As a broker of 17 years standing in the Wilmington community, he has to continue to service the investment desires of his own long-term clients in a market where a good buying opportunity seems harder and harder to come by.

And as a manager, he has to nurse along the battered egos of his stable of young brokers who have never had to sell investments in a bear market and whose living standards have been savaged by a sudden plunge in their commissions.

The stock market's rally in post-crash days has appeared much healthier trading volume earlier this month prompted hopes that the drought of investment activity was coming to an end.

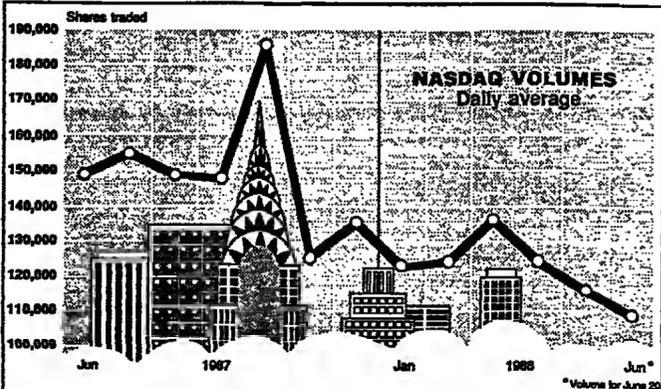
Last week, however, Mr John Phelan, chairman of the New York Stock Exchange, said: "The problem of low volume is getting worse not better. In January, we saw a lot of major corporations staying out of the market. In June, more and more corporations are saying, 'What kind of a market is this?' The big players are now getting out."

Mr Phelan reckons that, stripping out trading associated with capturing yields on stocks about to go ex dividend, about 80m to 120m shares are being traded on the NYSE a day, compared with 160m to 180m before the crash. "Institutions and individuals have been scared for six months. Suddenly, that fright has been replaced with long-term fear which is a heck of a lot more scary," he said.

Institutions and investors are now becoming aware of what Mr Phelan describes as a "growing, creeping reality" that the markets are no longer liquid and that not everybody can get out of the market when they want to.

The reluctance of individual investors - the backbone of long-term investment in securities - to return to the market now that the initial shock of the October 1987 crash has subsided is a major issue confronting the US securities industry.

This was borne out by several brokers in Wilmington, in the tiny state of Delaware on the



'The gimme days are gone'

earnings have fallen about 27 per cent since the crash. Headline volume figures published by the major stock exchanges give only the vaguest idea of individual investment since the crash. Volume since the crash has been inflated by various different trading strategies such as dividend capture, stock index arbitrage and corporate share buy-back schemes as well as speculation on takeover stocks.

But figures provided by the SIA show a decline in the proportion of total volume on the New York Stock Exchange accounted for by retail and institutional activity.

The share of retail activity of total volume dropped to 24 per cent in the first three months of 1988 compared with 27 per cent in 1987, and the proportion of institutional trading fell to 39 per cent from 42 per cent.

Meanwhile, "other activity" - which includes dividend capture and other schemes - accounted for 14 per cent of total NYSE volume in the first quarter of 1988, compared with only 4 per cent a year earlier.

Mr Dace Blaskovitz, who runs the Wilmington office of Butcher & Singer, a brokerage house with a long tradition of conservatism, bemoans the lack of genuine investment: "The equity market was always there to raise capital. It was the lifeline for companies. You look at it now - take away

the dividend plays and the stock index arbitrage and you are trading maybe 50m shares a day."

The official figures show that, on the NASDAQ, the over-the-counter market, where individual investors account for something like 50 per cent of normal activity, the daily average volume fell to 117,000 shares in May compared with an average of 145,000 in 1987.

On the New York Stock Exchange, last month's daily average was 154m shares compared with the 1987 monthly average of 160m.

It is the fear of continued low volume which has provided the impetus for efforts within the industry and in Congress to dampen down market volatility and so woo investors.

It was not in the spirit of public service that most of the major securities houses involved with the form of computerised trading called stock index arbitrage decided to refrain from this strategy on their own accounts. It was rather that they knew that public fear - and disapproval of the trading technique within the industry itself - was beginning to wreck their traditional securities business.

Although there is very little understanding of these computerised trading strategies among individual investors and among brokers themselves (as many acknowledge), program trading is cited by all as one of the key

reasons why individuals are reluctant to return to the equity market.

Outside the narrow confines of Manhattan's financial district, the securities business is less institutionalised, more down-to-earth and palpably more personal. One finds a deep resentment about what many ordinary brokers feel has been the corruption of the stock market by huge Wall Street firms. They are regarded as having been driven, not by customer service, but by profit, speculation and a thirst for power.

Mr Blaskovitz says what is perceived to be the casino aspect of the last few years in the stock market is now the major disincentive to investment.

Some old hands in the business believe that rebuilding investor confidence could take years, not months.

Mr William Jones has been a broker for 29 years. He works at Merrill Lynch's office in Wilmington and is one of the top 20 performers of the company's 12,000 brokers around the country. He says: "Investors burned in the 1970s didn't come back until the 1980s. I say to my clients: 'You had open heart surgery in October. You can't get running around the track right away'."

Mr Blaskovitz believes a lot of the jobs added to the industry during the bull market will just as quickly be shed again. He estimates that thousands of brokers will go out of business over the coming months, but that will leave great opportunities for the ones that are left.

He believes that in the post-crash period, the primacy of customer service will return. Only 33 himself, he tells his young brokers: "We have got to go back to basics. I am telling my young brokers, 'You want to survive? Go out and earn your money. The gimme days are gone'."

Dumping means causing injury

From Mr Peter C. Forster, Sir, Mr Morita of Sony, as reported in your edition of 20 June ("Sony boosting output of European-made televisions"), perpetrates the misunderstanding between dumping and legitimate imports.

European Community regulations define dumping as a strategy adopted by a foreign producer by which it prices its products for export at a lower price than that which it sells on its own market.

When this is shown to be correct, there must also be evidence that the "dumped" or subsidised goods must be causing or threatening to cause injury, and that the interests of the Community must call for protection.

From observation of Sony's operations in Europe, I believe Mr Morita really wishes to encourage local component suppliers for "screwdriver" plants - facilities which assemble products from components largely supplied by the Far East - but he will not do so by importing components at artificially low prices against which European manufacturers have no hope of competing.

Dumping is illegal and therefore indefensible. It will terminate industrial activity in Europe - and lose jobs. The offending nations ensure that reciprocal action is taken, and that the market is free.

Why is it iniquitous if Europe acts similarly?

Peter C. Forster, Philips Electronics, Philips House, 188 Tottenham Court Road, W1

Letters to the Editor

The Barlow Clowes inquiry

From Lord Bruce of Donington, Sir, Your report (June 16) that "Sir Godfrey Le Queane would lead an investigation into the Government's role in the events leading up to the Barlow Clowes crash" is, unfortunately, not quite accurate.

The announcement made in the House of Lords on June 13 by Lord Young of Grafham, Secretary of State for Trade and Industry, was:

"I shall appoint an independent person of standing to report to me as soon as possible on the facts of my Department's handling of the matter."

The words italicised were added by the minister as an oral amendment to the official Department of Trade and Industry (DTI) press statement normally to Opposition spokesmen shortly before the enunciation of the statement itself. They are however of some significance, or why bother to insert them?

Clearly a report on the facts is more restrictive in scope than a report on the role of the Department which, of necessity, would include objective judgments not only on the facts but upon the absence of critical items of information including, perhaps, conversations with officials and ministers who, after all, can be expected to have read newspapers, to have had ready access to City information and to

have had, however informally, contact with the Securities and Investment Board.

Since, moreover, the eventual report is to be made to the minister himself, it is quite clear that he regards himself as being outside the scope of the enquiry, and that no wider question of "the Government's role" will be considered.

Evidence to the investigator will not be given on oath and, according to the minister, "subject to there being no legal impediment, either as to content or to timing," he proposes to publish the final report. But as your June 15 feature correctly points out, these stipulations "should enable him to cut out anything protected by the Official Secrets Act."

As interpreted by the Government in the Spycatcher case, this could inevitably mean the suppression of any communication, oral or otherwise, regarded as confidential between a minister and his colleagues, a minister and his officials, or even between officials themselves.

May I respectfully suggest that what the public in general and the City in particular require is "the truth, the whole truth and nothing but the truth" concerning the Government's entire role in this matter?

Bruce of Donington, House of Lords, SW1

Romania refuses to ease restrictions

From Mrs Iolanda Stranesca, Sir, Judy Dempsey's report from Vienna (June 14) on the Romanian refusal to sign a final document at the Conference on Security and Co-operation in Europe (CSCE) follow-up meeting is revealing in more ways than one.

The rejection of the proposal for freer travel and emigration is in direct contravention to the spirit of the Helsinki Agreement; the proposed creation of organisations to monitor the implementation of this Accord is obviously considered by the Romanian authorities to be nothing short of subversion.

The Communist government in Bucharest is now openly declaring its refusal to observe even elementary human rights. This unambiguous position is in line with the public rebuffs given by the US in February 1988, following the suspension of its "most favoured nation" trading status. President Ceausescu used a press release to make public his refusal to negotiate any further on this issue as long as the US insisted on maintaining the "Jackson-Vanik" amendment, which made extension of the clause conditional on performance in the observance of human rights.

Far from being reprimanded by the USSR, as "Gorbachev" would want it believed, Mr Ceausescu was awarded the Lenin Order for his outstanding achievements in the destruction of freedom and human dignity.

Iolanda Stranesca, British Romanian Association, 26 Queen Anne Street, W1

Report based on an unusual definition of smoking prevalence

From Mrs Joy Townsend, Sir, The study by the Institute of Fiscal Studies (IFS), reported on June 13 ("The poor go on puffing"), is misleading. The press release sent out with it is even more so.

The authors' provisos were not in the press release or report conclusions which, on the contrary, go beyond the findings of the study. The report frequently refers to percentages of smokers, but in fact the unity of data used in the study is household expenditure on tobacco.

Household size varies from one to six or more persons, but if any member buys tobacco, the household is considered "a smoker" even if one, two or more members give up. This unusual definition of smoking prevalence seriously dilutes the potential for reduction of prevalence of smoking, and is the reason for the unusual conclusions.

This definition is clear in the text, but not in the tables - headed, for example, "Percentage of smokers by income group" - nor in the press release, which starts by saying: "The price of cigarettes affects the amount which smokers spend but not the decision to give up smoking." No such conclusion could be drawn from our data, as the authors agreed at their press conference.

There is excellent data available, which was accessible to them, on individual smoking habits. The General Household Survey, published by the Office of Population, Census and Surveys, shows that smoking prevalence has fallen since 1973 across all socio-economic groups, in men and women and in all age groups.

In the period during which there was a significant price rise (1980-1985) the number of smokers fell by 15 per cent, and the

amount smoked per smoker fell by 7 per cent. This suggests that the important effect of the price rises has been on the decision to smoke, rather than the amount smoked.

This confirms US studies, which report that the significant effect of price rises has been on individual smoking prevalence. From 1970 to 1980 prices fell in real terms by over 25 per cent. As the IFS paper shows, household expenditure on tobacco by the 50 per cent of households with lower incomes rose (the lower prices encouraged their smoking); it fell in the higher income 50 per cent of households which are less influenced by price.

From 1980 to 1984 cigarette prices rose in real terms by 24.4 per cent, and expenditure by all income groups fell in real terms (including a 9 per cent fall by expenditure by the poorest 5 per

cent, and a 3 per cent fall by the richest 5 per cent).

The issues addressed are very important ones for the health of the UK. The way this report was launched is disturbing, and it has misled. For example, your report says: "smoking is on the decline among high income groups and rising among the lower." This is untrue; smoking is falling among lower income groups. You also say: "the better-off react to high prices either by stopping or by cutting back; the poor go on smoking." The poor, in fact, have reduced their smoking more in response to price increases than the well-off have - as one would expect.

Joy Townsend, Medical Research Council Epidemiology and Medical Care Unit, Northwick Park Hospital, Watford Road, Harrow, Middlesex

Britain's health service

Why tax reliefs are not the same as opting out

By David Green

MR JOHN MOORE, Britain's Secretary of State for Social Services, is reported to be sympathetic to the use of tax reliefs to encourage greater private spending on health insurance. The Treasury is opposed, though Mr Nigel Lawson, the Chancellor, has announced that he supports tax relief for the elderly. The Treasury offers two main arguments against tax relief for the non-retired, arguments wholeheartedly endorsed by the Financial Times (June 16 1988).

The first is that the Government's general taxation strategy has been to simplify the tax system. To grant a new tax relief for people who take out private health insurance would add a new complication and make it more difficult to resist pressures for still more concessions, not least from individuals paying personally for higher education and employers who provide crèches.

Second, the Treasury argues that the purpose of a tax relief is to bring about a behavioural change in the recipients and that, since some 6m people already have private insurance, a tax relief will not alter their behaviour. The "deadweight" cost of tax relief for those who already have private insurance is put at about £200m. The Treasury expects that more people would take out new health insurance policies but fears that the additional private spending on health insurance premiums encouraged by tax relief might be lower than the deadweight cost, producing a net fall in private spending. If so, this would make tax relief a "bad buy".

It should not be forgotten that taxes start life as hard-earned incomes and the Treasury's problem is not, as the term "subsidy" implies, to determine whether a tax relief in the sense of a gift can be justified, but to establish whether there are grounds consistent with the common good for giving people back their own money.

The Treasury is right to point out that a simple, open-ended tax relief for private health insurance might be a bad buy. But neither it nor the Financial Times editorial acknowledges the very substantial difference between, on the one hand, paying tax relief to people who spend on private insurance while also remaining entitled to use the NHS free of charge and, on the

other, a tax credit or voucher payable only on condition that each beneficiary gives up his right to use all or some NHS services free and instead undertakes to pay for his own treatment, whether received in a private hospital or an NHS pay bed.

If people were offered a voucher (equivalent to a proportion of what it would have cost the NHS to treat them) on condition that they (a) took out private insurance to the value of the voucher or more, including catastrophe cover; and (b) relinquished their claim to free NHS services, then the ensuing changes in behaviour, not only by individual citizens but also by insurers and health care providers, would be significant.

First, those opting out would find it necessary to take out a different kind of insurance policy from those currently available. Existing private insurance plans are intended to give people better access to around 30 elective surgical procedures which are often only available under the NHS after much waiting. But people accepting personal responsibility for their own health care expenditure would be more likely to opt for more comprehensive insurance policies which would create an incentive for the insurance industry to produce very different products. Instead of only offering insurance for the services the NHS provides inadequately, policies offering far fuller coverage would emerge, as they have in other countries.

Third, opting out would provide an incentive for the NHS to improve its performance. NHS managers would no longer receive government funding for people who had opted out, but they would have an incentive to attract them back as paying customers. Armed with the power to choose between public and private hospitals, people who had opted out would no longer accept with gratitude the service bestowed on NHS claimants, but expect to be treated as valued customers. This would lead to greater consumer responsiveness within the NHS.

Nor would it any longer be

appropriate to argue that the net private contribution to health care would fall. Not only would there be no something-for-nothing deadweight cost, it would also be implausible to claim, as the Financial Times does, that a 50 per cent increase in the coverage of private health insurance to 9m people would be necessary to counter-balance the supposed deadweight cost. This figure is based on American experience of changes in the demand for health insurance which occur as a result of price adjustments. But the American market is very different, not least in that US spending levels, health insurance is closely akin to luxury goods. People behave very differently when they are buying basic health insurance for their families, and a more reliable indicator would be the surveys of demand carried out by the Institute of Economic Affairs over 25 years which asked people to state how much of their own money they would be willing to spend on health care if they were given vouchers of various values. In brief, the surveys reveal a huge pent up demand for credit for health insurance would not set a precedent which would make it harder for government to resist pressure for other tax reliefs. The conditions attached to acceptance of health insurance tax relief, particularly the requirement to give up one's entitlement to free NHS services, would have no parallel in other spheres such as higher education.

The overall result would be a reduction in the power of government and a corresponding increase in the capacity of individuals to take personal responsibility for their spending, an outcome consistent with the Government's wider taxation strategy. All told, a tax credit conditional upon opting out of the NHS would make good sense, whether judged from the narrow standpoint of public expenditure control or the wider one of extending the bounds of a free society.

The author is director of the Institute of Economic Affairs Health Unit

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FINANCIAL TIMES

Wednesday June 22 1988



Maggie Ford in Seoul reports on a difficult round of wage negotiations

THE LEX COLUMN

Foreign bankers get a bumpy ride in Korea

CUSTOMERS OF Barclays Bank in Seoul could be forgiven for believing they were in the laid back tropical atmosphere of Honolulu rather than the export driven home of South Korea. Staff in T-shirts and jeans continue to serve customers, but it is clear from the dozens of protest posters on the walls that all is not well.

Barclays is one of several foreign banks in South Korea which are enduring a difficult round of wage negotiations as the country struggles through its transition to democracy.

Bankers can judge the feelings of the staff by noting the decline in dress standards. First, ties come off and uniforms are swapped for the staff's own clothes. These are smart initially, but later they become casual, even scruffy. When employees put on headbands adorned with slogans, managers know things are serious.

The most grievously affected bank so far is Westpac of Australia. As a result, Mr Hugh Spring, the manager, along with most of his senior male staff, is conducting business from a hotel suite, having been barricaded out of the branch office by the union.

Recently, the 19 union members, 17 of them women, held a demonstration outside the Australian Embassy, asking for diplomatic intervention to persuade Mr Spring to engage in "sincere negotiations" and to stop wasting money on hotel suites and expensive hotel suites.

The union has claimed a pay rise of 22 per cent on the basis of

STAFF RALLY ROUND AS TENSION HEIGHTENS

STAFF OF foreign banks rallied yesterday in support of their colleagues at the Seoul branch of Westpac, the Australian bank, as employees of other foreign organisations also started to take action, Maggie Ford writes.

The rally follows an apparent heightening of tension between the two sides at Westpac, with staff complaints of "mocking behaviour" by the manager receiving coverage in the local press.

An incident in which the union claims it was locked inside the branch by the manager, who points out that an emergency exit was available, has increased concern about the polarisation of positions.

At Barclays Bank however, initial agreement has been reached amicably over last year's pay increases and further progress is expected.

At the office of the Japanese-owned Mitsui trading company, however, staff donned headbands and barricaded managers out of the office, asking for an end to "oppressive management." Wall posters at the office apologised to customers for the inconvenience.

At the French embassy in Seoul, employees decided to switch to casual clothes today, including Korean traditional dress for women, in a pay protest.

Embassy workers have not yet secured formal registration of their union, which would be the first time such recognition was granted in a diplomatic establishment in South Korea. They have said they will strike on July 14, Bastille Day, if negotiations do not proceed.

Meanwhile, workers at Hyundai Motor, South Korea's main car maker were awaiting the outcome of pay negotiations following the company's decision on Monday to lift the lockout imposed on June 1.

Management and union negotiators were expected to finalise the pay agreement, allowing work to proceed normally today.

At the bottom end of the salary structure sit the men doing clerical work, who tend to be lower paid than other banks' male employees because the bank has hired staff straight from university. In a country which practices strong discrimination against women, tensions have apparently arisen in what Mr Martin has previously found to be a successful policy.

Both the bank unions and the management have had strategy planning sessions and a number of officials from other branches arrived to support the Westpac

comparability with other foreign banks. Westpac has offered 13.5 per cent. A further dispute has arisen over distribution of the cash between merit, percentage and flat rate rises.

While tensions appear to have become particularly heated in this dispute, negotiations have been hampered by the lack of an arbitration system in South Korea. Appeals by management for the Government to intervene have been unsuccessful, because the Ministry of Labour's policy is that disputes must be resolved between the two parties. Staff

have no confidence in the legal system and this further restricts managers' options.

Mr Chris Martin, the manager of Barclays, is faced with an even more complex situation than Westpac. Comparability figures on pay assembled by his staff showed salary patterns unusual in South Korea and reflected the bank's equal opportunity policy. The majority of Mr Martin's senior employees are women, who have flocked to foreign businesses in recent years because they are not granted career promotion in local companies.

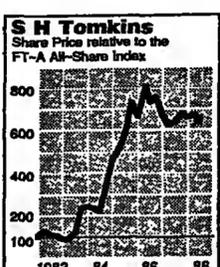
A key unresolved issue is the future of Pol Pot and his guerrilla forces. The US official said China had not said it would take Pol Pot and his top aides out of the country and give them permanent asylum in China.

However, by conceding that Prince Sihanouk should head a future coalition, China has led Washington to believe that Pol Pot would not be part of such an arrangement. This in turn has raised hopes of a deal whereby Pol Pot would leave Kampuchea and seek refuge in a friendly country such as China.

Tomkins' turnup for the Swedes

The spectacle of Murray Ohio bitterly opposing a bid from one of its own shareholders, only to welcome Tomkins' offer of not much more money, is an odd one. It seems that the UK company - not known for its tolerance of slugs - has at home - has convinced Murray's management that it is looking for "rejuvenation opportunities" whereas Electrolux presumably talked of rationalisation, and every worker knows what that means.

Whether or not the people of Lawrenceburg, Tennessee fare better with UK owners, the 2p fall in Tomkins shares to 294p shows the market has its doubts about the deal. Perhaps it does not believe a random pattern of earnings is worth a multiple of 15, and does not like the prospect of another £20m of paper. The speed with which Electrolux and its shareholders have agreed to confirm the fullness of the price. Still, the convincing story told by Tomkins might have won shareholders round were they not so much against anything conglomerate. The purchase does not seem to dilute earnings, it satisfies Tomkins' desire for a bigger position in the US, and its main business - lawnmowers - is familiar turf. Moreover there is room for Tomkins to do what it is good at, by managing the working capital better, making production more efficient, and improving marketing. The risk lies in the bicycle business, which has been making heavy losses and is only now being brought into line. This is not a market in which Tomkins has any experience, and as TT's shareholders will remember, it is not an easy one either.



Even before that period is up, Argyll is likely to find itself catching up its industry to the extent that, like Sainsbury, it will be looking to overseas markets. The scope for earnings cut-backs, though, may well be in the price - as it may be for the sector as a whole, even on the assumption that the industry will let its margins creep up over the next two or three years to achieve a return on past capital spending.

Brokers' research

The latest Exel survey of brokers' analysts again confirms how hard it is to break into the circle of top research houses established since Big Bang. James Capel is still in front, where it probably must remain if it is to hold its position as the last big research-based agency broker; and it takes until fifth position, with the arrival of the merged County and Wood Mackenzie, before the rankings change.

Below that, the developments are of a predatory nature; the rise of Kleinwort Greaves through the recruitment of ranking analysts in no less than four sectors in the course of the year, and the quiet emergence by the same route of Morgan Stanley, both having benefited from the demise of Greenwell in equities and the weakening of Scrimgeour. Cutting across all this, though, is the finding that the quality of research in London is seen as in decline. As a response to calamitous levels of business and the need to generate volume, this goes to be expected; the longer it goes on, though, the less the research rankings may be telling us about what is really happening in the market.

Japanese banks balk at proposed UK rules

JAPANESE bankers in London have complained to the Bank of England about new regulatory proposals which, they say, will add to their costs and could force them to transfer business out of the UK.

The Bank intends to hold discussions with the Japanese banking community as well as the Ministry of Finance in Tokyo to see if their complaints can be resolved.

The cause of the Japanese representations is a proposal published by the Bank of England in March laying out new rules on bank liquidity. This says banks must have access to pools of cash and readily realisable securities to meet pressure on their cash flow or sudden calls on their funds.

The Japanese are annoyed because the proposals are specifically intended to apply to the UK branches of foreign banks as well as to domestic banks. They maintain that they manage their liquidity on a global basis and should not be expected to assign part of it to a particular branch.

They are also unhappy about the various stocks of liquidity which the Bank is proposing. The Japanese say they are too restrictive and will reduce their ability to trade profitably in the money markets.

A spokesman for Mitsubishi Bank, which is leading the representations in its capacity as current chairman of the Japanese Bankers Association, confirmed yesterday that a formal submission had been made to the Bank, but he declined to comment.

However, another senior Japanese banker said: "If the Bank of England introduces these rules, perhaps we shall have to transfer operations from the UK to other countries."

Bankers from other foreign countries have also expressed reservations to the Bank about the liquidity rules. However the Japanese are taking the strongest line because of their high dependence on money market trading as a source of profits.

The Bank says it will be considering bankers' submissions before finalising its rules.

The Bank's proposal offers a way round the complaints. It says that banks can be exempt from the requirement so long as their liquidity is being effectively monitored at head office. So the Bank may seek an understanding with the Japanese authorities.

US says China policy switch raises Kampuchea peace hopes

CHINA has substantially softened its support for Pol Pot and his Khmer Rouge guerrilla fighters, raising hopes for an end to the nine-year-old war in Kampuchea and the Vietnamese occupation of the country, according to US officials.

The Pol Pot regime is thought to have been responsible for the deaths of between 1m and 2m Khmer in the years between 1975 and 1979. The prospect of a return to power of Pol Pot and his supporters has been one of the main worries of the international community.

A US Government official said yesterday that China had shifted its position on the composition of a coalition government for Kampuchea after a withdrawal of Vietnamese troops as part of a negotiated peace settlement.

Peking has told Washington that it reaffirmed that Prince Norodom Sihanouk, who was ousted in 1970, should lead such a coalition. But it has also said that the Khmer Rouge could no longer claim the right to play a dominant role in such a coalition.

A peace settlement in Kampuchea would be of major international significance, particularly for relations between the Soviet Union and China. Peking has listed Soviet backing for Viet-

nam's intervention in Kampuchea, along with its occupation of Afghanistan and the heavy presence of Soviet troops along the Chinese border, as the three main obstacles to the re-establishment of close relations.

A further sign of progress is expected next month when three guerrilla factions, headed by Prince Sihanouk, Khmer Rouge representatives, and the Vietnam-backed regime, are due to hold talks in Jakarta, Indonesia.

A US official said Washington was cautiously optimistic about the talks.

According to reports in Washington, Moscow has indicated it would like the US to act as an international guarantor of a settlement in Kampuchea, much on the lines of this year's United Nations sponsored accord on the withdrawal of Soviet troops from Afghanistan.

Washington has yet to respond, but it has been encouraged by the shift in China's position and the announcement by the Vietnamese Government last month of plans to withdraw 50,000 of its 120,000 troops from Kampuchea by the end of the year. The withdrawal of Vietnamese troops and self-determination for the people of Kampuchea form the two basic US demands for a settlement.

However, by conceding that Prince Sihanouk should head a future coalition, China has led Washington to believe that Pol Pot would not be part of such an arrangement. This in turn has raised hopes of a deal whereby Pol Pot would leave Kampuchea and seek refuge in a friendly country such as China.

Mr Rogachev, deputy Foreign Minister, said at the 12th round of the Sino-Soviet talks, said yesterday he saw "great potential for forward movement in Chinese-Soviet relations in a number of areas."

However, the Tass news agency reported from Peking that Mr Rogachev's Chinese counterpart, Mr Tian Zempel, said no developments emerged on "concrete questions."

Lyonnaise des Eaux bids for UK water group

LYONNAISE DES EAUX, one of France's three largest water companies, yesterday launched a £47.6m (\$65m) recommended cash offer for Essex Water Company, the largest of the 29 statutory water companies in the UK.

Activity in the stock of Britain's statutory water companies has seen a surge, as investors have seen the potential which could be on offer after the privatisation of the 10 water authorities.

The Essex offer is the first full bid for a water company, and its terms set a new pricing level within the sector. The bidder is offering 900p per £1 nominal for the voting consolidated ordinary and new ordinary stock; 54p per £1 nominal for the 2.45 per cent preference stock; and 78p per £1 nominal for the 3.5 per cent preference stock.

Yesterday, securities house BZW, one of two market-makers in the water companies' stock, said prices moved up by 100p-150p yesterday.

Stockholders speaking for 41.5 per cent of the nominal issued voting stock have given undertakings to accept the offer.

The 29 water companies work alongside the 10 regional authorities, supplying about one-quarter of the UK's water under agency agreements. At present, companies' profits and activities are strictly regulated by the Government. However, the hope is that the companies will be allowed to convert to profit-making status when privatisation takes place, possibly in autumn 1989.

It is seen as one of the best-run water companies and under a two-year plan has virtually halved its workforce to 500 people, financing the slim-down by the sale of surplus assets. In 1987, it made pre-tax profits of \$5.6m, including an exceptional surplus of £1.77m, on sales of £30m. Net assets were put at £30.2m.

Lyonnaise already owns stakes in the UK's Bristol Waterworks and East Anglian Water Company.

Lyonnaise, quoted in Paris, has a market capitalisation of about FF6.9bn (\$1.2bn). Its operations range from water supply and waste disposal to pollution control, industrial heating, funeral services, and cable television.

Essex et Cie.

Forget French impressionists, Australian dollar bonds, Chinese ceramics, or even Rowntree shares. The smart investor should have been picking up the stock of the Essex Water Company, which was trading at 55p yesterday. Earnings should be calculated after exceptional items, in which case, as these costs fall from last year's £42.5m to £26m this year and £10m in each of the next two, earnings will rise steeply, and the current year multiple of 14 or so may be taken as justified.

These gains scope for unusually high growth in underlying earnings as well, at least for the three or four years which it takes to finish marrying up Argyll's traditional grip on the supplier with Safeway's on the customer.

Argyll

From the analysts' viewpoint, Argyll's admirable precision in showing the exceptional costs of changing Presto into Safeway is proving a touch confusing. Most take the view that, since much of the spending is of a kind being undertaken by other retailers anyway, earnings should be calculated after exceptional items, in which case, as these costs fall from last year's £42.5m to £26m this year and £10m in each of the next two, earnings will rise steeply, and the current year multiple of 14 or so may be taken as justified.

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Texaco

One has to admire the clasp of Kohlberg Kravis Roberts in delivering Texaco from the arms of Mr Icahn. In voting its decisive five per cent stake with the board it has scored both a moral and a financial victory. It has told Texaco's shareholders not to be so greedy and to give the management a chance, and has even hinted that one day, if everything goes right, it might even buy more shares itself. Texaco's investors - whose shares are worth 10 per cent less now that Icahn has been defeated - may not be altogether reassured. Before casting its vote KKR had sold its stake, for an estimated profit of \$150m.

Chinese companies complete big British investment deals

THE CHINESE Government yesterday announced its first significant direct investments in Britain in the form of a group of estimated \$47m (\$64m).

China Merchants' Group, a shipping and investment company, is paying some £29m to enter the UK insurance and offshore oil service businesses.

Separately, the Tianjin Municipal Government in a joint venture with Mountleigh, the British property group, has bought 12 acres of land in London's Docklands for a commercial, cultural and trade centre.

Although no price was disclosed, it is thought they paid about £36m for the site, where the venture plans a property development covering nearly 1m square feet and costing about £120m.

China Merchants is likely to emerge as the biggest mainland Chinese employer in the UK, with a staff in the region of 1,000.

Until now, Peking's commercial presence in Britain has been confined to banking and several other small representative offices.

The group is to buy several other concerns through its China Merchants Investments (Hong Kong) offshoot, including Houlder Offshore, the biggest UK supplier of drilling rigs, Furness Houlder (Insurance), a Lloyd's broker, and MU Oxford Holdings, which operates Scottish Lion Insurance, a marine underwriter.

The three units are being sold by Orient Overseas (Holdings), itself part of the C.H. Tung shipping group of Hong Kong. They were acquired as part of the 1980 takeover by Tung of the Furness Withy shipping company.

Orient Overseas has been seeking to sell non-core assets following a rescue of the Tung empire completed 18 months ago.

The Peking company, which until now has been largely active

in Hong Kong, regards the acquisitions as an investment in which it will have no managerial role.

The land, which is in the Isle of Dogs, east London, is likely to have cost about £3m an acre.

NEWS REVIEW

BUSINESS

Ferranti new name approved

Shareholder approval having been given and other formalities completed, Ferranti plc has now changed its name to Ferranti International Signal plc.

Created by the merger of Ferranti plc and International Signal & Control Group PLC, the new company combines the technology and international marketing capabilities of the merger partners in an international operation with its main manufacturing bases in the UK, USA and Italy and other engineering and marketing locations throughout the world.

The reality of the merger, announced in September 1987 and already demonstrated in practice in the succeeding months, is now formally confirmed in the new name Ferranti International Signal plc.

More German FIST

Ferranti Defence Systems, Navigation Systems Department, has been awarded a follow-on contract, valued in excess of £1m, for the supply of additional sets of FIST-2 Automatic Test Equipment to the German Airforce. This order, placed by Panavia GmbH of West Germany, follows the recent placing of a UK MoD order for sets of FIST-2, valued at approximately £3m.

Briefly...

King's College London has selected two Ferranti Business Communications digital telephone exchanges to provide the backbone of its voice and data network.

ICI Pthalate Esters plant at Wilton has ordered a control and monitoring system from Ferranti Computer Systems Wythenshawe.

ADVERTISEMENT

DEFENCE

TIALD for TORNADO

A UK consortium led by Ferranti Defence Systems has won a multi-million pound contract to supply the Royal Air Force with an advanced laser designator pod. The order covers a quantity of pods for use with Tornado GR1 aircraft.

The consortium comprises Ferranti Defence Systems, GEC Sensors and British Aerospace. Ferranti Defence Systems, through its Edinburgh-based Electro-optics Department, is prime contractor for the production of an all-British system known as Thermal Imaging Airborne Laser Designator (TIALD). Designed to enable aircrew to identify targets in poor visibility and at night, TIALD provides a laser designation capability compatible with current and future laser guided munitions. A TIALD pod is currently undergoing flight trials with the Royal Air Force's Aerospace Establishment at Farnborough.

In a statement announcing the contract, the Ministry of Defence said that the award underlines the leading position of UK companies in the field of advanced electro-optic systems technology. It will result in new investment, employment opportunities and also opens up the possibility of significant overseas sales.

ARMY

Indian test win

Ferranti Defence Systems has secured an important export order, valued in excess of £700,000, from Bofors Artillery Weapons of Sweden, for the supply of the new generation Ferranti AST 1000 series, man portable Automatic Test Equipment (ATE) for the Indian Army Howitzer project. Designed and manufactured by the Navigation Systems Department, Automatic Test

Equipment Group at Bells Hill, Glasgow, the AST 1000 range is a new family of VME based instrument-on-card configurable ATE, providing forward, intermediate and depot level support of advanced new generation bus structured weapon and avionics systems. Particular emphasis on MIL-STD 1553 and ARINC 429.

FERRANTI INTERNATIONAL

selling technology

Ferranti International Signal plc - the merger of Ferranti plc and International Signal & Control Group PLC.

World Weather

Area	Temp	Wind	Cloud	Vis	Pres
Amsterdam	12	10	100	1000	1012
London	15	12	100	1000	1012
Paris	18	15	100	1000	1012
Rome	22	18	100	1000	1012
Madrid	25	20	100	1000	1012
Barcelona	28	25	100	1000	1012
Seville	30	28	100	1000	1012
Valencia	28	25	100	1000	1012
Bilbao	18	15	100	1000	1012
Basel	15	12	100	1000	1012
Zurich	12	10	100	1000	1012
Munich	10	8	100	1000	1012
Frankfurt	12	10	100	1000	1012
Berlin	10	8	100	1000	1012
Warsaw	8	6	100	1000	1012
Prague	10	8	100	1000	1012
Bratislava	12	10	100	1000	1012
Vienna	10	8	100	1000	1012
Budapest	12	10	100	1000	1012
Belgrade	10	8	100	1000	1012
Sofia	12	10	100	1000	1012
Thessalonika	15	12	100	1000	1012
Atenas	20	18	100	1000	1012
Constantinople	25	22	100	1000	1012
Istanbul	28	25	100	1000	1012
Yokohama	25	22	100	1000	1012
Tokyo	28	25	100	1000	1012
Osaka	30	28	100	1000	1012
Kobe	32	30	100	1000	1012
Singapore	30	28	100	1000	1012
Bangkok	32	30	100	1000	1012
Hanoi	30	28	100	1000	1012
Manila	32	30	100	1000	1012
Delhi	35	32	100	1000	1012
Calcutta	38	35	100	1000	1012
Madras	35	32	100	1000	1012
Bombay	38	35	100	1000	1012
Colombo	35	32	100	1000	1012
Perth	25	22	100	1000	1012
Sydney	28	25	100	1000	1012
Melbourne	25	22	100	1000	1012
Auckland	20	18	100	1000	1012
Wellington	18	15	100	1000	1012
Dunedin	15	12	100	1000	1012
Christchurch	12	10	100	1000	1012
Hamilton	10	8	100	1000	1012
Canberra	15	12	100	1000	1012
Brisbane	25	22	100	1000	1012
Adelaide	20	18	100	1000	1012
Perth	25	22	100	1000	1012
Sydney	28	25	100	1000	1012
Melbourne	25	22	100	1000	1012
Auckland	20	18	100	1000	1012
Wellington	18	15	100	1000	1012
Dunedin	15	12	100	1000	1012
Christchurch	12	10	100	1000	1012
Hamilton	10	8	100	1000	1012
Canberra	15	12	100	1000	1012
Brisbane	25	22	100	1000	1012
Adelaide	20	18	100	1000	1012
Perth	25	22	100	1000	1012
Sydney	28	25	100	1000	1012
Melbourne	25	22	100	1000	1012
Auckland	20	18	100	1000	1012
Wellington	18	15	100	1000	1012
Dunedin	15	12	100	1000	1012
Christchurch	12	10	100	1000	1012
Hamilton	10	8	100	1000	1012

UK tries to limit European VAT ruling

Continued from Page 1

was determined to retain a single, positive rate of VAT, combined with an extensive zero-rating system.

The court's decision had nothing to do with the Commission's proposals for the harmonisation of VAT, which could not become law without the unanimous agreement of all EC governments.

The Commission nonetheless is keen to scrap the whole system of zero rating as part of its drive to create a free single market by 1992. It has launched a series of legal chal-

lenges against VAT rules in Germany, the Netherlands, Italy and France.

The European Court of Justice in addition to ruling against some British zero-rated goods ruled that a similar package of Irish products and services should also cease to be zero rated. This excludes non-residential construction which is already charged VAT in Ireland.

The decision to soften the impact of the new VAT charges will be welcomed by the construction and property

companies and investors which had been pressing the Government to allow them the option to pass on VAT charges which most tenants and purchasers would be able to recover in the course of their business.

Mr Lilley also pledged that VAT charged on public sector construction contracts would be compensated by adjustments to the relevant central government expenditure provisions. Local authorities and health authorities would be able to get a full refund of VAT paid.

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SECTION II - COMPANIES AND MARKETS
FINANCIAL TIMES

Wednesday June 22 1988

HENRY BUTCHER
INTERNATIONAL
PROPERTY & PLANT
PROFESSIONALS
01-405 8411

Tomkins beats Electrolux in battle for Murray Ohio

BY DAVID WALLER IN LONDON

TOMKINS, the UK industrial holdings company, yesterday emerged as a white knight in the battle for control of Murray Ohio Manufacturing, the Tennessee-based maker of lawnmowers and bicycles which has fought a protracted battle to stay free of Electrolux of Sweden, the world's leading white goods manufacturer.

Tomkins has launched an agreed tender offer for Murray valuing it at \$224m, or 85¢ a share. Yesterday, the Swedish group abandoned its improved bid, which valued Murray at \$200m. It had already increased its offer from \$49 to \$52 a share and saw no reason to pay more.

Murray, which employs 2,800 and is based at Brentwood, Tennessee, commands about a fifth of the US market for walk-behind and ride-on mowers. It makes about a third of the bicycles manufactured in the US, and as a group expects pre-tax profits of between \$22.5m and \$32m in the current year.

Last year it posted pre-tax profits of \$16.7m on turnover of \$488m. Its profit record has been erratic because of losses on the bicycle making side, which accounts for a quarter of group turnover and made a pre-tax loss of \$7.5m last year.

Tomkins, a Midlands-based manufacturer of buckles and bolts at the beginning of the decade, has been built into a classic "mini-conglomerate", with interests ranging from hand-gun manufacturing to lawnmowers.

Yesterday, it forecast pre-tax profits of no less than \$46m (\$82m) for the year to May, up 52 per cent on the previous figure.

Mr Gregory Hutchings, Tomkins chief executive, a former acquisitions executive for Hanson Trust, said the acquisition of Murray was "typical Tomkins".

The acquisition follows Tomkins' purchase of Smith & Weston, the US hand-gun maker, for \$112m last June. Tomkins was advised by County NatWest in the UK and Shearson Lehman Hutton in the US. Its shares closed down 2p to 234p, capitalising the company at £360m.

Lex, Page 22

McKesson buys drug wholesaler for \$500m

By Our Financial Staff

McKESSON, the big California-based consumer products distributor, has agreed to buy Alco Health Services, one of the top four US wholesale drug distributors, for \$500 in cash a share, or a total of about \$500m.

McKesson, which had revenues of \$7.35b in the year ended March, already is a leading distributor of drugs, as well as beverages, beauty aids, and general merchandise. Mr Thomas W. Field, president and chief executive of McKesson, said: "With the Alco acquisition, drug and healthcare will represent about 85 per cent of our revenue."

As a first step in the transaction, a tender offer will begin for all Alco Health Services stock no later than June 27. After completion of the tender offer, any remaining outstanding shares will be converted in a merger into cash at the same price paid in the tender offer.

McKesson said it also entered into a stock purchase agreement with Alco Standard, the diversified US distribution and manufacturing group, and Alco Venture Capital, its subsidiary, to buy 6.2m shares of Alco Health stock owned by Alco Venture, for the same price as the tender offer.

Terry Dodsworth looks at the strategy behind the launch of a new computer series
IBM refocuses on its middle-range

ONE OF the biggest product introductions in the history of International Business Machines, the world's largest computer group, was launched yesterday in a carefully orchestrated worldwide programme aimed at reaching well over 200,000 users.

The six new machines, to be known as the AS/400 range, are the culmination of a series of steps taken by IBM over the last two years to refocus its product line and shore up its sagging profitability.

They will give the company a broader, up-to-date product portfolio in the market for mid-range machines, where it faces aggressive competitors, led by Digital Equipment, the world's fastest-growing computer company in recent years.

In the UK, where the mid-range market is particularly important, the AS/400 line will be priced at between £13,843 and £470,170 (\$24,900 and \$946,900), serving between eight and 200 screens depending on the model. The new line is expected eventually to replace the System 36 and System 38 mid-range products, introduced about 10 years ago.

Mr Jack Kuehler, vice-chairman and a member of IBM's

top-level executive committee, said the market for small and mid-range machines represented the most rapidly growing segment of the worldwide industry.

The introduction of the AS/400, he added, put in place the final element in a strategy worked out in early 1986 to give IBM customers a coherent range of easily interconnectable products. These now cover the market from large mainframe machines to medium-sized departmental products and personal computers.

He gave no indication of the scale of investment in the range but said 2,500 development workers had been involved in the project at the group's Minnesota research centre since early 1986.

Innovative techniques have been involved in the launch, largely reflecting the urgency with which IBM has been forced to tackle the twin problems of its weakness in the mid-range computer area, and the lack of connectivity between its machines.

The measures include:

- cutting conventional development time for new computers in half to about 25 months;
- bringing customers into the development process at an early stage;
- emphasising partnership relationships with dealers, agents and software houses;
- a rapid build-up in manufacturing to ensure the new products will be quickly available;
- new educational and service back-up arrangements that will enable customers to tackle operational problems more swiftly;
- a new operating system for the machines which allows easy communications between different IBM product lines and the use of common applications software;
- IBM aims to give additional momentum to the AS/400 launch through the staff redeployment it has carried out over the past 18 months to move more employees into sales. Many on this strengthened marketing team will be concentrating on the AS/400.

Hand extended to software makers

was already being used in a number large IBM accounts.

The plan is a further development in IBM's attempts to seek a closer relationship with the software and services industry. Earlier this year it announced an application software acceleration programme (Asap) aimed at making it easier for software developers to create programs through the loan of computers and other help.

However, software developers - mostly small entrepreneurial companies - have been suspicious of IBM's motives. They are aware that IBM has to increase its revenues from software in the wake of declining hardware prices.

Pillsbury forecasts record year

BY JAMES BUCHAN IN NEW YORK

PILLSBURY, the Minneapolis food group which is in management turmoil, has put the worst behind it and is on target for a record year to May 1989, its temporary chairman said yesterday.

"The bad news is behind us," said Mr William Spoor, a former chairman who was brought out of retirement in February to avert the threat of takeover at the troubled packaged food and restaurant group.

"We are moving forward with confidence, focus, direction and discipline," he told securities analysts yesterday.

This optimistic presentation

comes just a day after the \$1.1bn sales Pillsbury lost another senior executive with the announcement that Mr Jeffrey Campbell, the powerful and free-wheeling head of the restaurant business in Miami, had quit.

Mr Campbell's departure follows a succession of marketing problems at the various restaurant chains, above all the 5,500-unit Burger King which continues to lose share to McDonald's, the market leader. The restaurants could earn only \$8m after special restructuring charges in the first nine months of Pillsbury's year, which ended in May.

Various restaurant executives, including Mr Charles Olcott, president of Burger King, were given additional responsibilities on Monday and they will report directly to Mr Spoor.

Mr Spoor, who ran Pillsbury with an iron hand from 1973 to 1986, told the analysts that the company would report earnings from operations of \$2.40 to \$2.50 a share in the year to May, as against \$2.10 a share or \$151.9m in 1987.

Restructuring charges would reduce 1988 net income to between 80 and 85 cents a share.

Heinz rises in quarter

BY OUR NEW YORK STAFF

H.J. HEINZ, the US tinne food group, boosted fourth-quarter net profits from a share to \$101.7m or 77 cents, taking the total for the year to \$366m or \$2.91 a share from \$338.5m or \$2.47.

Mr Anthony O'Reilly, chairman, said: "We are encouraged by the continuing strength of our big brands and the potential for both product and geographic expansion."

AMI rises 6.5% to \$33m

BY OUR NEW YORK STAFF

AMERICAN MEDICAL International (AMI), the Beverly Hills-based hospital management company, yesterday reported its best quarterly earnings for three years, a result attributed by the company to measures to cut costs in the face of intense competition in providing health care.

AMI, which last month announced it was selling off nearly half its US hospitals to their employees for \$910m, said net income in the third quarter ended May rose 6.5 per cent to \$33.7m or 41 cents a share.

Revenues for the three months rose 10.3 per cent to \$70.5m.

Mr Walter Weisman, chairman, said: "During the third quarter, AMI showed progress in our continuing drive to control costs while sustaining revenue growth."

He said that operational improvements would be helped by the sale of 35 smaller and less profitable hospitals, which is due to be completed by the end of the fiscal year to August.

The \$450m cash raised by the sale will be used to repay debt and buy in stock to appease a group of powerful stockholders.

Nine-month earnings were \$97m or \$1.17 a share against \$92.2m or \$1.01 in the first nine months of 1987. The latest results included a special gain of \$50.7m for accounting changes, partly offset by a \$33.9m loss on buying in debt.

Optima card for Britain

BY ANDREW BAXTER IN LONDON

AMERICAN EXPRESS, the US financial and travel-related services group, plans to introduce its new Optima credit card in the UK soon, said Mr Howard Clark, chief financial officer, in London yesterday.

The card, introduced in the US last year and more recently in Canada, is Amexco's first revolving credit product allowing deferred payment - its flagship American Express Card is a charge card on which the holder pays the bill monthly.

The Optima card has a 12 1/2 per cent interest rate in the US, compared with 17 to 20 per cent for other major credit cards, said Mr Clark.

Consumers were using it for expensive items, and using their present American Express cards for expenses such as entertaining, he said.

Mr Clark said it was too early to gauge Optima's profitability, but added that the company was able to charge a lower interest rate because only existing cardholders of more than a year's standing and with a good payment record were being offered Optima, thus reducing advertising costs and credit losses.

Amexco's card business generally is currently one of the company's best performers, with world card charge volume up 20 per cent in the first quarter of 1988 to \$20.1bn, helped by an early Easter.

G-P pays \$665m for Brunswick venture

BY OUR FINANCIAL STAFF

GEORGIA-PACIFIC, the US forest products company, has tentatively agreed to buy Brunswick Pulp & Paper, a joint venture of the two US paper companies Mead and Scott Paper, for \$665m.

The purchase will include one

of the world's largest bleached pulp and paperboard mills, three sawmills and about 535,000 acres of timberland in Georgia, South Carolina and Florida.

Georgia-Pacific said the acquisition of the Brunswick, Georgia,

mill would add 525,000 tons to its current annual market pulp capacity of 700,000 tons. It also doubles G-P's bleached board capacity, adding 175,000 tons to existing capacity of 171,000 tons at Crossett, Arkansas.

The Government of
JAMAICA



Hotel Divestment Unit

As part of the Government's continuing divestment programme, Samuel Montagu & Co. Limited, in association with Smiths Gore Overseas Limited, have been instructed to invite offers for the sale of the following properties:

Hotel Programme

Name	Location	Title	Rooms	Acreage	Beach Frontage (feet)
Hedonism II	Negril	Freehold	280	18	1088
Wyndham Rose Hall	Montego Bay	Freehold	480	28	1200
Holiday Inn	Montego Bay	Freehold	516	11	1000
Jack Tar Village	Montego Bay	Freehold	128	11	936
Casa Montego	Montego Bay	Freehold	129	7	-
Trilawny Beach Club	Falmouth	Freehold	332	9	325
Jamaica Jamaica	Runaway Bay	Freehold	238	19	500
Eden II	Ocho Rios	Freehold	261	20	700
Inn on the Beach	Ocho Rios	Freehold	46	2	-
Mallards Beach	Ocho Rios	Freehold	394	7	580
Americana	Ocho Rios	Freehold	350	7.5	535
Wyndham New Kingston	Kingston	Freehold	384	7.5	-
			3,538	147.0	

- Except for Mallards Beach Hotel, which will be offered with vacant possession, all of the above properties have been leased to established hotel operators. The leases provide for the payment of minimum rentals and for additional rents based on the occupancy or gross operating profits of the hotels.
- Audited gross rental income in 1987/88 from ten of the hotels was US\$14.2 million. Casa Montego was closed for refurbishment and Mallards Beach was under direct management. The eleven operating hotels reported an average annual occupancy of 67% for the year.
- The Wyndham Rose Hall and Jamaica Jamaica properties include 18-hole golf courses which will be offered on long leases.
- Limited debt-equity swap arrangements will be considered.

Spa Development

Interest is invited from investors and developers to undertake the renovation and expansion of two thermal spas dating from the 17th century.

- Milk River, Clarendon
- Bath, St. Thomas

Both sets of buildings are of historic interest, and the mineral waters are reported to compare favourably with the leading European spas. The spas are offered on long term leases.

Brochure available from:

Ruth Kibble
Samuel Montagu & Co. Limited
address below

Telephone 01-260 9452
Telex 887213
Fax 01-488 1680

Samuel Montagu & Co. Limited

PART OF MIDLAND MONTAGU, THE INVESTMENT BANKING & SECURITIES ARM OF MIDLAND GROUP
10 LOWER THAMES STREET, LONDON EC3R 6AE. TELEPHONE 01-260 9000

Samuel Montagu & Co. Limited a member of The Securities Association

New Issue

This announcement appears as a matter of record only.

17th June, 1988

Hino
HINO MOTORS, LTD.

U.S. \$100,000,000

4 1/2 per cent. Guaranteed Notes 1993

with
Warrants

to subscribe for shares of common stock of Hino Motors, Ltd.
The Notes will be unconditionally and irrevocably guaranteed by

The Mitsui Bank, Limited

Issue Price 100 per cent.

Yamaichi International (Europe) Limited

Mitsui Finance International Limited

The Nikko Securities Co., (Europe) Ltd.

Nomura International Limited

DKB International Limited

Fuji International Finance Limited

Baring Brothers & Co., Limited

Bayerische Vereinsbank Aktiengesellschaft

Chase Investment Bank

Credit Lyonnais

Daiwa Europe Limited

Robert Fleming & Co., Limited

Generale Bank

LTCB International Limited

Merrill Lynch International & Co.

Mitsui Trust International Limited

Morgan Grenfell & Co. Limited

Nippon Kangyo Kakumaru (Europe) Limited

Salomon Brothers International Limited

SBCI Swiss Bank Corporation Investment banking

J. Henry Schroder Wagg & Co. Limited

Westdeutsche Landesbank Girozentrale

INTL. COMPANIES AND FINANCE

Pao to buy Aer Lingus US hotels

BY KEVIN HAMLIN IN HONG KONG AND KIERAN COOKE IN DUBLIN

COMPANIES CONTROLLED by Sir Yue-Kong Pao, the Hong Kong shipping and property magnate, are acquiring the Omni Hotels chain in the US from Aer Lingus, Ireland's national airline, for US\$135m.

Omni is the 14th biggest hotel group in the US in terms of revenue, which is estimated to reach \$436m this year. It comprises 14,000 rooms in 39 managed and franchised hotels, in six of which it holds equity. Eight are still in various stages of being built.

Sir Y.K.'s World International and Wharf Holdings will each own half of Omni. His group is involved in hotels in Asia through its Marco Polo International Hotels subsidiary. Marco Polo owns and manages three hotels in Hong Kong and the Marco Polo Hotel in Singapore.

Mr Peter Woo, chairman of World International, Sir Y.K.'s ultimate holding company, said:

"We are enthusiastic about this opportunity to complement our hotel operations in the Far East by establishing a significant presence in the US." He added, however, that Omni and Marco Polo would retain separate identities.

Aer Lingus has successfully diversified into hotels and aircraft associated ancillary services to recent years. Its hotel interests are expected to contribute a third of overall profits this year projected at 152m (\$42.8m).

The Irish carrier has interests in hotels in Ireland, Britain, France, Belgium, Zambia and Gambia, as well as to the US. It wants to concentrate its hotel operations more in Europe than in the US, where it feels there has been an over-expansion of the hotel sector.

Omni, which has embraced all Aer Lingus's hotel activities in the US, was acquired in the mid-1970s.

World and Wharf will finance the purchase through internal resources and bank loans. Sir Y.K.'s group is estimated to hold surplus cash of some HK\$30m (US\$39.6m).

Mr Woo said the purchase price is fully backed by Omni's fixed assets, worth US\$70m to \$75m, and its hotel management and franchise contracts. He said Omni is expected to report a profit of \$9.5m this year and \$11.5m to \$12m in 1989.

Omni plans to expand to 60 hotels within two years, Mr Woo said, adding that the financial strength of World and Wharf would underpin this plan. Omni's hotels are currently concentrated on the US East Coast, and further expansion will centre on the West Coast, Mr Woo said.

Wharf, a property company, is involved in the Omni acquisition because it could provide capital

for possible future hotel acquisitions in the US, Mr Woo said.

Under the terms of the sale, however, Aer Lingus will increase its equity interest in the 450-room Berkshire Place Hotel in New York from 40 per cent to 50 per cent. The Berkshire Place, in midtown Manhattan, is considered the flagship of the Omni chain.

Shui On, one of Hong Kong's biggest construction companies, has made its first overseas investment with the acquisition of two Toronto hotels for HK\$336m.

The hotels bought from Canada's Hospitality Equity Corporation, are the 368-room Wharfedale Renaissance and the 300-room Ramada Airport. Shui On said it would fund 35 per cent of the acquisition from internal resources and the remainder from bank borrowings.

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

15th June, 1988



NIPPON EXPRESS CO., LTD.

U.S. \$400,000,000

4 1/2 per cent. Bonds 1993

with Warrants

to subscribe for shares of common stock of Nippon Express Co., Ltd.

Issue Price 100 per cent.

Nomura International Limited

Daiwa Europe Limited
The Nikko Securities Co., (Europe) Ltd.

DKB International Limited
J. Henry Schroder Wagg & Co. Limited

IBJ International Limited
Nippon Kangyo Kakumaru (Europe) Limited

LTCB International Limited
Sanwa International Limited

Yamaichi International (Europe) Limited
Banque Bruxelles Lambert S.A.

ANZ Merchant Bank Limited
Banque Paribas Capital Markets Limited

Baring Brothers & Co., Limited
Commerzbank

Bayerische Vereinsbank Aktiengesellschaft
Credit Suisse First Boston Limited

Robert Fleming & Co. Limited
Kidder, Peabody International Limited

Fuji International Finance Limited
Kleinwort Benson Limited

KOKUSAI Europe Limited
Mitsubishi Finance International Limited

Merrill Lynch International & Co.
Mitsui Trust International Limited

Morgan Stanley International
Norinchukin International Limited

New Japan Securities Europe Limited
Okasan International (Europe) Limited

Salomon Brothers International Limited
SBCI Swiss Bank Corporation

Sanyo International Limited
Shearson Lehman Hutton International

Société Générale
Toyo Trust International Limited

Tokyo Securities Co. (Europe) Ltd.
S. G. Warburg Securities

Westdeutsche Landesbank Girozentrale

Herscu abandons Hooker plan

MR GEORGE HERSCU, chairman of Hooker Corporation, an Australian property and retail group, has abandoned an attempt to take the company private after receiving low acceptance for his cash offer, *Reuters* reports from Sydney.

GSH, his bidding vehicle, would not extend its takeover offer past the closing date of June 23, he said. The AS2.30 per share bid values Hooker at some \$440m (US\$361.3m).

Mr Herscu said that GSH would exercise its entitlement under Australia's takeover code to lift its stake by three percentage points every six months. GSH

held 51.5 per cent of Hooker when it launched the bid in March and now has 52.4 per cent. Hooker shares have consistently traded above the offer price and closed yesterday at AS3.55.

Barclie's announcement followed a statement by Barclie Corporation on Monday that it had obtained a 7.14 per cent stake in Hooker jointly with the Gertner family of Venezuela plus options to achieve a blocking stake of at least 10 per cent.

Barclie is controlled by Mr Barry Glover, a former managing director of Hooker, who has said the company is worth at least AS2.75 a share. But Mr Herscu

said his price was fair and reasonable and that his controlling stake was not for sale.

Amatil, the Sydney tobacco and beverage producer, has agreed to acquire the Planters Nuts business in Australia from RJR Nabisco of the US.

The acquisition is subject to approval by the Foreign Investment Review Board. Its approval is needed because Amatil is 41 per cent owned by the UK-based BAT Industries.

An Amatil official declined to disclose the price but noted that Nabisco is withdrawing from Australia through the sale.

Sri Lanka acts against ailing deposit takers

By Marvin de Silva in Colombo

THE SRI LANKA central bank has issued emergency regulations in intervening to protect depositors' interests from ailing finance companies accused of abuses and bad management.

It has taken charge of United Trust and Investment (UTI), the country's fourth largest finance company. Sri Lanka has 72 finance companies holding deposits of over S\$15m (S195.6m), of which UTI held S\$500m from more than 20,000 depositors.

Following this proclamation, an amendment to the Finance Company Act has been tabled in parliament and will be given priority. "Finance company business is unregulated and the need for such tighter control became imperative," said Mr A.S. Jayawardena, the central bank deputy governor. "We will act only when it is necessary to salvage ailing companies or stop unscrupulous firms using depositors' funds."

The central bank has also raised the ceiling on interest rates paid to depositors in response to representations by smaller companies. In December it placed a maximum of 17 per cent on deposits maturing within one year, and 18 per cent on longer periods. Smaller concerns complained that they could not compete with the state-owned National Savings Bank.

The new interest rate is 20 per cent regardless of maturity.

Swedish group in Dutch property talks

By Our Financial Staff

FASTIGHETS AB Coronado, a Swedish property investment group, plans to bid for Pronam, a Dutch property fund company.

Mr Lars Magnusson, who is a 30 per cent shareholder in Pronam, said Fastighets was expected to offer up to F1 800 a share. The offer values Pronam at F1 220m (\$111.3m).

Pronam shares closed at F1 152 guilders on the Amsterdam bourse on Monday. Trading was suspended yesterday.

Pronam has a Dutch property portfolio valued at F1 600m and says Fastighets has property valued at some F1 150m.

Hong Kong rejects plea on TV licensing rules

THE HONG KONG Government yesterday rejected an appeal from HK-TVB, one of the territory's two private sector television channels, to reconsider changes in broadcast licensing rules which may require the company to restructure.

This came as Mr Deacon Chin, chairman of ATV Holdings, which has run the other private station, said his shares would remain suspended until problems over ATV's broadcast licence have been resolved.

ATV Holdings said on Sunday it would the television station to Thomson Investment, a local consortium comprising Mr Chia's

family as well as New World Development, a property company, and the family who own Lai Sun Garment, a jeans maker.

The Government said on Monday it was examining whether the HK\$612m (US\$78.6m) deal complied with new rules against granting licences to stations owned by holding companies.

The rules require a station's owners to have no interests outside broadcasting. Foreign investors are also restricted to stakes of less than 10 per cent.

HK-TVB controls a number of subsidiaries outside broadcasting. In addition, the company is 30 per cent owned by an offshoot of Bond Corporation Holdings,

Another Islamic fund warns of liquidation

BY TONY WALKER IN CAIRO

AL HODA MISR, one of Egypt's Big Four Islamic funds, has indicated that a new investment company law enacted earlier this month is likely to force it into liquidation unless the regulations were modified.

It warned in a newspaper advertisement that the law was much too restrictive and would cause the "total loss" of depositors' funds. The company said it could not continue operating under the law.

Al Hoda Misr is the second of the large Islamic funds to have indicated that it could not accept the terms of the regulations which seek to bring under control the large and unruly Islamic

investment sector.

Al Rayan, the biggest of the Islamic institutions, has already said that the restrictions would make it impossible for it to continue in business. Among the key elements of the new law is that the funds should be required to issue share certificates in exchange for deposits.

Bankers are predicting a big shake-out among Islamic investment companies in the next several months. Many of these have stopped paying dividends on the large Islamic funds to have the companies taking new deposits pending compliance.

An Egyptian banker said it was suspicious that the investment

funds should stop paying dividends of some 20 per cent after their supply of new funds was cut off.

The Islamic funds are frequently accused of operating pyramid schemes whereby they pay dividends from the funds of new depositors. Heads of these institutions, however, vigorously deny the accusation.

Main features of the new legislation include a requirement that the companies, which have deposits totalling an estimated \$25bn (\$3.45bn), stop taking new deposits for three months while they decide whether to comply with the law.

Companies that decide to go

into liquidation are given two years in which to repay depositors. Other elements of the law include the requirement that funds deposited with companies reconstituted under the new law must be lodged with an Egyptian bank within one week of receipt.

Transfer of funds abroad requires the approval of Egypt's Capital Market Authority. Foreign currency assets outside Egypt must be repatriated within three months of the parliamentary approval of the legislation; that is, by early September.

Penalties for breaches of the law include jail sentences of up to 15 years.

This announcement appears as a matter of record only.



DAF B.V.

(Eindhoven, The Netherlands)

NLG 150,000,000

6 3/4% Bearer Bonds 1988 due 1993/1996

- Amsterdam-Rotterdam Bank N.V.
- Banque Paribas Nederland N.V.
- Banque de Suez Nederland N.V.
- Credit Lyonnais Bank Nederland N.V.
- Nederlandsche Middenstandsbank nv
- SBCI Swiss Bank Corporation Investment banking N.V.
- County NatWest Limited
- Generale Bank
- Commerzbank Aktiengesellschaft
- Algemene Bank Nederland N.V.
- Samuel Montagu & Co. Limited

June, 1988

SANWA AUSTRALIA LEASING LIMITED AS100,000,000 Guaranteed Floating Rate Notes Due 1993

In accordance with the conditions of the notes, notice is hereby given that for the three-month period 17th June 1988 to 19th September 1988 (94 days) the notes will carry an interest rate of 12.895 p.a. Relevant interest payments will be as follows:

Notes of AS100,000 - AS\$3,320.90 per coupon.

THE SANWA BANK LIMITED Agent Bank

Citicorp Finance PLC £150,000,000 Guaranteed Floating Rate Notes Due December 1997 Unconditionally Guaranteed by CITICORP

Notice is hereby given that the Rate of Interest has been fixed at 9.4125% and that the interest payable on the relevant Interest Payment Date, September 21, 1988 against Coupon No. 11 in respect of £10,000 nominal of the Notes will be £236.60.

June 22, 1988, London By: Citibank, N.A. (CSI Dept.), Agent Bank CITIBANK

£500,000,000

ABBENATIONAL BUILDING SOCIETY

(Incorporated in England under the Building Societies Act 1974)

Floating Rate Notes due 1991

In accordance with the provisions of the Notes, notice is hereby given that for the three months interest period from June 21, 1988 to September 21, 1988 the Notes will carry an interest rate of 9.3925% per annum. The interest payable on the relevant interest payment date, September 21, 1988 will be £226.10 per £10,000 principal amount.

By: The Chase Manhattan Bank, N.A. London, Agent Bank

June 22, 1988

NOTICE OF REDEMPTION

Amsterdam-Rotterdam Bank N.V.

US\$125 million
10 1/4 per cent. Notes 1983 due 1990

Notice is hereby given to the Holders of the above-mentioned Notes - in accordance with paragraph 7(b) of the Terms and Conditions of the Notes - that Amsterdam-Rotterdam Bank N.V. has elected to redeem the full amount of the loan at 10 1/4 per cent. on August 1, 1988.

The Notes will be payable at the offices of the Paying Agents listed below:

Principal Paying Agent
Amsterdam-Rotterdam Bank N.V.
257 Herengracht
1017 CE Amsterdam

Swiss Bank Corporation
1 Avenue des Casernes
4002 Basle

Manufacturers Hanover Limited
8 Princes Street
London EC2P 2EN

Manufacturers Hanover Luxembourg S.A.
38 Boulevard Prince Henri
Luxembourg

Amsterdam-Rotterdam Bank N.V.
June 22, 1988

U.S. \$40,000,000 BANCA SERFIN, S.R.

SUBSERFIN

Subordinated Floating Rate Serial Notes Due 1985-1989

For the six months 22 June, 1988 to 22 December, 1988

In accordance with the provisions of the Notes notice is hereby given that the rate of interest has been fixed at 6 1/4 per cent. and that the interest payable on the relevant interest payment date 22 December 1988 against Coupon No. 13 will be U.S. \$63.24.

Agent Bank: Werpoen Trust Company of New York, London

Banca Nazionale dell'Agricoltura S.p.A.

(Incorporated with limited liability in the Republic of Italy)

London Branch (a licensed deposit-taker)

ECU 100,000,000 Floating Rate Depositary Receipts due 1993

Notice is hereby given that the rate of interest has been fixed at 6 1/4% for the interest period 21st June, 1988 to 21st December, 1988.

The interest amount payable on 21st December, 1988 will be ECU 343.13 in respect of each receipt for ECU 10,000 and will be ECU 171.56 in respect of each receipt for ECU 5,000.

Agent Bank: 27th June, 1988

Korea Exchange Bank

£50,000,000

Floating Rate Notes due 1995

In accordance with the provisions of the above Notes, notice is hereby given that for the three months from 17th June 1988 to 19th September 1988, the notes will carry an interest rate of 9 1/4 per cent.

The interest payable on each £5,000.00 and £50,000.00 Note on the relevant interest payment date, 19th September 1988, against Coupon 13 will be £118.78 and £1,187.84 respectively.

Agent Bank: **Lloyds Merchant Bank**

INTL. COMPANIES AND FINANCE

Sabena widens joint venture talks

BY DAVID SUCHAN IN BRUSSELS

SABENA, the Belgian airline group, said yesterday it was talking to five different European airlines about the possibility of pooling its air transport activities into a joint venture.

At the same time, Mr Carlos van Rafeleghem, Sabena's chairman, said he had placed an order for 16 Boeing 737 airliners, which would bring the airline's medium-haul fleet to 23 Boeing 737s by 1991-92.

Mr Rafeleghem said Sabena was

talking to KLM, Swissair, Air France, Lufthansa and SAS about possible co-operation in a joint venture. Two weeks ago, SAS had approached Sabena for a resumption of the talks that broke down last summer.

He would not indicate which partner or partners Sabena preferred among the five. But he wanted to begin serious negotiations soon so Sabena could become part of a multi-hub system which would capitalise on

Brussels' key position in Europe, preserve the Belgian airline's identity but protect its profitability in a more competitive, deregulated European air transport industry.

Mr Rafeleghem noted before the annual meeting that net profit last year fell by half to BF770m (\$1.06m) as the volume of freight business fell by 5.4 per cent, offset somewhat by a 7.4 per cent increase in passenger business.

Last year, the Sabena parent

company created several new subsidiaries - Sabena Building, Sabena Skyshops, Sabena Technics and Sabena Leasing. As part of this decentralisation, and to facilitate a possible air transport joint venture with a foreign airline, Mr Rafeleghem announced plans to create Sabena World Airlines.

Sabena is majority government-owned and such a move would require government approval.

Pininfarina cuts back on Cadillac production

By Alan Friedman in Milan

THE PRODUCTION OF Cadillac car bodies by Pininfarina, Italy's top car designer, has fallen short of expectations.

The Turin-based company, which was to have shipped 8,000 car bodies a year for the \$65,000 Allante two-seater model, said yesterday it has cut back production by two-thirds because of a lack of interest on the part of American consumers.

The sharply reduced output - Pininfarina is making 12 bodies a day rather than the 35 originally planned - is affecting the designer's annual revenues, which last year fell 140bn short of a predicted 1400bn (\$37.5m).

The five-year contract with General Motors' Cadillac division is also expected to be far less than the \$600m that was announced with great fanfare in December 1985.

Last year, Pininfarina made a 17.5bn net profit on 1360bn of turnover.

The company said it hoped to reach sales of 1300bn this year, some 17 per cent below the 1987 level.

Pininfarina said yesterday that it derived 48 per cent of its annual turnover from the Fiat group, 41 per cent from General Motors and 9 per cent from Peugeot.

The Allante model, which is flown by special jumbo cargo jet from Turin to Detroit, "has encountered difficulties in the American market," according to the company.

Mr Sergio Pininfarina, the company's chairman, is also the president of Confindustria, Italy's confederation of industrialists.

Pininfarina said it was hoped that modifications of the 1989 Allante would make the car more attractive in the US, where it was supposed to compete with two-seater models produced by Mercedes and Porsche.

Ericsson buys phone parts maker

By Our Stockholm Staff

ERICSSON, the Swedish telecommunications group, has acquired majority control of Radiosystem Sweden, a maker of mobile telephone components, in a deal worth SKr450m (\$72m).

Ericsson, through its Radio Systems subsidiary, is a leading manufacturer of cellular telephone systems, claiming a 40 per cent share of the world market.

Ericsson said the acquisition of Radiosystem would give it a 40 per cent share in the supply of radio base stations for the Nordic Mobile Telephone system, which is in use in the Nordic region and 12 other countries. Radio base stations broadcast signals to mobile telephones.

Radiosystem will be merged with Magnetic, an Ericsson subsidiary, which produces approximately as many stations of this type as Radiosystem.

Radiosystem announced yesterday profits of SKr13.5m for the year ending April 1988, an increase of 27 per cent over the previous fiscal year. Revenues climbed by 58 per cent to SKr147m. Radiosystem is listed on the Stockholm OTC market.

Ericsson said completion of the deal would depend on it acquiring 90 per cent of the equity in Radiosystem. Ericsson held more than 90 per cent of the voting rights and 70 to 75 per cent of equity, but it foresees no difficulty in buying outstanding shares.

Profits at Co op rise by 21%

BY HAIG SIMONIAN IN FRANKFURT

PRE-TAX profits at Co op, one of West Germany's biggest retailing groups which substantially broadened its shareholders' base last year, rose by almost 21 per cent to DM204m (\$120m) last year before extraordinary items. However, after-tax earnings fell to DM65.2m against DM104m in 1986, when earnings were boosted by extraordinary items.

The group, which since 1987 has taken the form of an ultimate holding company, Co op AG, and three main operating subsidiaries, is raising its dividend by DM0.50 to DM4.50 a share.

Sales rose by 2.7 per cent to DM10.4bn last year, excluding value added tax. A further increase to well over DM12bn is

being forecast for this year, according to Mr Bernd Otto, Co op's chief executive. The company hoped for a "not inconsiderable" increase in profits this year, he said.

Co op's sales in 1987 were boosted by its three big retailing acquisitions of Bolle in Berlin and Hamburg, Schatzle in Mülheim and Schade in Frankfurt last year. Together, the 326 outlets bought should add about DM2bn to turnover on an annual basis, according to the company.

However, sales have been partly depressed by the group's continuing rationalisation of its smaller outlets in favour of bigger and more modern stores. As a result, the average size of Co op

stores again increased while large stores continued to take a growing share of sales.

Co op, which has a market capitalisation of around DM2.9bn, invested some DM300m last year, excluding acquisitions, representing 2.8 per cent of turnover, well above the sector's average of 2.3 per cent.

The group plans to spend about the same amount this year, with some two-thirds going into Co op Handels, the main retailing operation.

The group plans to set up a small bank, based in Frankfurt, which it said will offer a full range of services, but specialise in areas of established expertise such as investment policy.

Flotation for KIO Madrid property unit

BY TOM BURNS IN MADRID

PRIMA IMMOBILIARIA, the fast-growing Spanish property company controlled by the Kuwait Investment Office, is to float about one-third of its equity on the Madrid stock market in July.

Details of the share offering have still to be finalised but Madrid brokers handling the deal expect to place a third of the stock with investors outside Spain, principally in the UK, France, Switzerland and West Germany.

KIO took a majority interest in Prima Inmobiliaria last year and the company has since been a pace-maker in Spain's big city

property boom. It has acquired in recent months prime sites on Barcelona's prestige Paseo de Gracia boulevard as well as a major building on Madrid's central Alcala Street.

The company also owns 95 per cent of a second property concern called Urbanor, which is to build two large office blocks in north Madrid, the capital's main business area, on a site that is estimated to be worth \$20m.

Urbanor was acquired by KIO from the Madrid construction entrepreneurs Mr Alberto Alconer and Mr Alberto Cortina, owners of Construciones y Contratas

(Conycon), in a keynote agreement that enabled the creation of Cartera Central, a KIO-Conycon joint venture portfolio company that has been buying stock in Banco Central, Spain's largest bank.

Cartera owns 13 per cent of Central's shares and is at the centre of a legal wrangle over the bank's proposed merger with Banco Espanol de Credito (Banespa).

Madrid market watchers believe KIO is looking for outsider participation in order to improve its image and acceptability.

Court rules in favour of Midi

By George Brabant in Paris

THE FRENCH law courts yesterday decided in favour of Compagnie in Midi, the insurance finance group, and from half of the Midi stake held by the leading Italian insurer, Assicurazioni Generali.

Generali had infringed a banking regulation by not asking for authorisation from the French committee of credit establishments when it exceeded a 10 per cent stake in Midi.

The Italian group will therefore only be able to vote with a 10 per cent stake at today's Midi shareholder meeting, plus a stake estimated at around 2 per cent held by its associate, the merchant bank Lazard Freres, and is therefore unlikely to be able to block the proposed merger of Midi's insurance operations with the Axa group.

Sika earnings ahead 31%

BY JOHN WICKS IN ZURICH

SIKA, the Swiss building chemicals group, booked a 31 per cent rise in net earnings last year to SF268.8m (\$18.5m) following a 7 per cent increase in turnover to SF784.5m.

The company proposes to pay dividends of SF150 per bearer share, SF125 per registered share and SF110 per participation certificate on increased capital.

For the first five months of the current year, group sales rose by a further 16 per cent, due almost entirely to internal growth.

For the year as a whole, turnover is expected to increase to around SF880m with "above average" growth in cashflow and profits. Capital spending is expected to rise by SF11m to some SF90m, excluding acquisitions.

First-half rise for Landis & Gyr

BY OUR ZURICH CORRESPONDENT

LANDIS & GYR, the Swiss electrical engineering concern, reported a 21 per cent rise in turnover for the first half of 1987-88 to SF1903m (\$645m). New orders increased by 24 per cent to SF11,070m.

These increases were due partly to the acquisition last autumn of the Powers, a US company which is a leading manufac-

turer of air conditioning, heating and ventilation equipment.

At the previous year's exchange rates and excluding the Powers operation, sales would still have been up by 7 per cent.

The board of the Zug-based company said it expected group results to be the same as the SF64.2m shown in the previous year.

This announcement appears as a matter of record only.



KELLOGG COMPANY OF GREAT BRITAIN, LIMITED

£50,000,000
Tender Panel Facility

Arranged by
Samuel Montagu & Co. Limited

Tender Panel

Bankers Trust Company	Bank of Montreal
Banque Nationale de Paris London Branch	Barclays Bank PLC
Commerzbank Aktiengesellschaft London Branch	Credit Lyonnais
Credit Suisse	Den Danske Bank
Midland Bank plc	The Mitsubishi Bank, Limited
Samuel Montagu & Co. Limited	Morgan Grenfell & Co. Limited
The Sumitomo Bank, Limited	Swiss Bank Corporation

Agent
Samuel Montagu & Co. Limited

June, 1988

This announcement appears as a matter of record only

Shotton Paper Company plc

£161,143,108
Loan and Guarantee Facility

Lead Managers
SAMUEL MONTAGU & CO. LIMITED **KANSALLIS BANKING GROUP**

Providers
Kansallis-Osake-Pankki Midland Bank plc
Amsterdam-Rotterdam Bank N.V. Bankers Trust Company
Creditanstalt-Bankverein Postipankki Group
Scandinavian Bank Group plc Citibank, N.A.

Agent Technical Adviser
SAMUEL MONTAGU & CO. LIMITED **KANSALLIS-OSAKE-PANKKI**
LONDON BRANCH



May 1988

All of these securities having been sold, this announcement appears as a matter of record only. June, 1988

6,000,000 Common Shares



Stolt Tankers and Terminals (Holdings) S.A.

This portion of the underwriting was offered in the United States by the undersigned.

4,800,000 Common Shares

Shearson Lehman Hutton Inc.	Furman Selz Mager Dietz & Birney Incorporated
Bear, Stearns & Co. Inc.	The First Boston Corporation
Donaldson, Lufkin & Jenrette	Drexel Burnham Lambert
Lazard Freres & Co.	Merrill Lynch Capital Markets
PaineWebber Incorporated	Prudential-Bache Capital Funding
Smith Barney, Harris Upham & Co.	Wertheim Schroder & Co.
Advest, Inc.	Sanford C. Bernstein & Co., Inc.
J. C. Bradford & Co.	Dain Bosworth
McDonald & Company Securities, Inc.	Neuberger & Berman
Piper, Jaffray & Hopwood	Prescott, Ball & Turben, Inc.
Thomson McKinnon Securities Inc.	Tucker, Anthony & R. L. Day, Inc.
Arnhold and S. Bleichroeder, Inc.	Robert W. Baird & Co.
Cowen & Co.	First Albany Corporation
Janney Montgomery Scott Inc.	Johnson, Lane, Space, Smith & Co., Inc.
Legg Mason Wood Walker Incorporated	Mabon, Nugent & Co.
	The Ohio Company
	Dillon, Read & Co. Inc.
	Kidder, Peabody & Co. Incorporated
	Morgan Stanley & Co.
	Salomon Brothers Inc
	L. F. Rothschild & Co. Incorporated
	Dean Witter Capital Markets
	Blunt Ellis & Loewi Incorporated
	Ladenburg, Thalmann & Co. Inc.
	Oppenheimer & Co., Inc.
	The Robinson-Humphrey Company, Inc.
	Wheat, First Securities, Inc.
	Butcher & Singer Inc.
	Interstate Securities Corporation
	C. J. Lawrence, Morgan Grenfell Inc.
	Stifel, Nicolaus & Company Incorporated

This portion of the underwriting was offered outside the United States by the undersigned.

1,200,000 Common Shares

Shearson Lehman Hutton International	Furman Selz Mager Dietz & Birney Incorporated
Algemene Bank Nederland N.V.	Bergen Bank A/S
Kleinwort Benson Limited	Laurence Prust & Co. Ltd
Nomura International Limited	Salomon Brothers International Limited
	SBCI Swiss Bank Corporation Investment Banking
	County NatWest Limited
	Dresdner Bank Aktiengesellschaft
	Merrill Lynch International & Co.
	Société Générale

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Excellent career prospects and an attractive remuneration package are offered.

Please reply with a detailed C.V. including a contact telephone number to
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Henrietta House, 9 Henrietta Place, London W1M 9AG

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● Senior Consultant ● Mining Analyst

our clients include international mining companies, financial institutions and government agencies. We are currently seeking consultants who can make a contribution to our work on in-depth commodity market and business analysis.

Applications will be considered from individuals with a number of years experience in mining, metallurgy and/or metals research, as well as more recent graduates.

If you think you have the ability to match our high standards and you are an effective communicator, please write enclosing full C.V. to:

Huw Roberts
Metals & Minerals Research Services
222/225 Strand, London, WC2R 1BA

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Experienced traders with a successful track record in Euro's and US Treasury are sought by this major City company. You must have at least 24 years involvement in the field and language would be an advantage. Call Richard Ward now for more information.

SALES
A number of our clients are urgently looking for candidates with experience in the following: Fixed Income (Government, UK and European, White East & Japanese); Van Rand sales (in 5 years exp); Senior Bond Sales; Manager - UK Equity Sales (Europe); USA/Canadian Equity sales; Manager - Japanese Equity sales. Call Sue Kaczmarek for further details.

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Cambridge Appointments
232 Shaftesbury High Street



UNIT TRUST PROMOTION

Birmingham

£19,500 - £23,000

West Midlands Enterprise Board, the development agency for the West Midlands, is seeking to make a new appointment to promote the West Midlands Regional Unit Trust (WWRUT), an exempt unit trust jointly managed by WMEB and Lazard Securities. WMEB (a member of IMRO) wishes to increase subscriptions from pension funds into this high performing Unit Trust which is currently valued in excess of £10 million. The post will also entail acting as company secretary of WWRUT and marketing the other financial services of the WMEB.

For further details contact Roger Dicker, Assistant Chief Executive, WMEB, 31-34 Waterloo Street, Birmingham B2 5TJ. Telephone: 021 236 8855 ext 224. Application forms must be returned by 18th July 1988.

WMEB is an equal opportunities employer

SENIOR MARKETING OFFICER £35,000-£48,000
Major Merchant Banking Group currently seeks a Senior Marketing Officer to provide a marketing role for securities, debt, exposure management and investment instructions to financial institutions. Educated to a high standard with a thorough knowledge of corporate finance you will have a minimum of five years' experience in a financial environment coupled with well developed interpersonal skills normally associated with such a position.

FINANCIAL CONTROLLER £35,000
Our client, a leading European Bank, seek to recruit a Financial Controller. Reporting directly to the General Manager, responsibilities will include company strategies, management information systems, manpower utilisation and accounting controls. It is essential that you are a qualified Accountant from a leading institution and have to move into a more creative and challenging environment.

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A wide product knowledge together with solid marketing experience is sought by expanding Marketing Department. Establishing new and maintaining existing relationships with medium to major UK Corporates, you will ideally have experience in high client contact.

JUNIOR MARKETING OFFICER TO £20,000
Major European Bank offers the opportunity to a young Credit Analyst to move to a full marketing role, in-depth training and support will be given. However they expect the successful candidate to be 'up and running' in the near future. Previous International Marketing banking experience together with a degree are essential requirements.



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City man 35 years experience. For 10 years a Director of major P.L.C. and Chairman of a number of companies, seeks appointment as Non Executive Chairman or Director of a medium sized company with profits in excess of £1 million. Ideally would like to be associated with a young executive team who have recently brought out or formed their own business, where his good reputation and experience of development, mergers, take-overs and public company activity would be of value. The applicant is energetic, enthusiastic and believes that a sense of humour is an essential ingredient of corporate life.

Best Number: 06916 Financial Times, 10 Canine Street, London EC4P 4BY

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£20-£25,000 + Benefits

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Christopher Lawless, Stuart Clifford or Julian Fox on (01) 583 0073 (day) or (01) 874 9417 (outside office hours).

16-18 NEW BRIDGE STREET, LONDON EC4V 6AU.



UNIVERSITY OF DUNDEE DEPARTMENT OF ECONOMICS BONAR CHAIR OF APPLIED ECONOMICS

Applications are invited for the Bonar Chair of Applied Economics, which is to fall vacant upon the retirement of Professor C. Blais. The University is seeking applications from candidates with an interest in any area of applied economics but will be particularly pleased to receive applications from those with an interest in finance or industry.

The University wishes to make an appointment from the 1st October 1988 or as soon as possible thereafter. Salary will be within the normal Professional range. Potential candidates wishing to make informal contact with the Department are invited to contact Mr C. D. Rogers, Head of Department, or Professor M. P. Taylor.

Further Particulars from, and applications, with C.V. (6 copies or if posted overseas, one copy in a format suitable for photocopying) and the names and addresses of three referees to, the Personnel Office, The University, Dundee, DD1 4HN by 12 July, 1988. Please quote reference ES7/20/88/77.

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Telephone Ray Swayer on 01 895 0156

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A major City Stock Brokers with a solid reputation requires a person with experience of administering large company pension schemes while assisting Fund Managers. Sal £12K + sub mort. BUPA, bonus, pension etc. Tel: Angus Watson 01-929-1281 Monument Personnel Consultants, Peak House, 20 East Cheap, London EC3

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Experienced Spot Dealer seeks contract work, either short or long term, Banks, Corporates or private individuals considered. Write: Box A8924, Financial Times, 10 Cannon Street, London EC4P 4BY

CREDIT ANALYST

with knowledge of German is required by European bank. A minimum of 2 years' experience of credit analysis and the ability to work well in a small team. Salary £16-18,000 p.a. + excellent prospects. Please tel, Shalagh Arnold 01-833-1461 or send CV to 425B Hatfield Road, Hemel Hempstead, HX1 2ST, Herts

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Swiss bank is expanding its Professional Money Management Group for large international accounts. There are opportunities in:

ASSET ALLOCATION EQUITY MANAGEMENT FIXED INCOME MANAGEMENT

We are seeking professionals with some years experience in the investment management community. They will possess a sound financial or economic background, combined with strong analytical skills. They will be familiar with modern portfolio management practice and feel challenged by participating in a team effort to go beyond the current state of the art. German language skills would be an asset. Compensation and benefits are competitive and attractive.

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Envoyer lettre manuscrite, CV, photo et rémunération en précisant la réf. FT 130027 à notre Conseil: RESOUDRE 50, rue St-Gobain de la Brasserie 75004 PARIS.



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Les qualités déterminantes seront:

- Professionalisme
- Dynamisme
- Initiative
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Entrée immédiate ou à convenir.

Les personnes intéressées sont priées d'adresser leurs offres manuscrites, avec curriculum-vitae, au chef du personnel de MM. BORDIER & CIE, 16, rue de Hollande, 1211 GENEVE 11

La discrétion la plus stricte est assurée.

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British Sales/Marketing Executive with 12 years worldwide petrochem related experience. Seeks challenging position in Europe/Asia. Presently located in USA-no ties. Can speak German and fully conversant in Swiss/German affairs.

For more information, please call (713) 996-9775 USA or 33 43 4823 (Switzerland)

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Finance Department
West Midlands Metropolitan Authorities Superannuation Fund

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This vacancy has arisen in the Investment Division of the Finance Department which manages the Superannuation Fund. The Fund, which is managed predominantly in-house, is valued at approximately £1.4 million and is expected to continue to expand significantly in the future.

The post of Senior Investment Manager ranks second in the division and the person appointed will need to have extensive relevant investment management experience. The postholder will undertake some direct portfolio management responsibilities, as appropriate, together with a range of non-portfolio duties including deputising for the Investment Manager.

Salary is payable in accordance with a scale with a maximum of approximately £25,000.

For further information please write (quoting code number 94/24) to the Director of Finance, Civic Centre, Wolverhampton WV1 1RL or telephone (0902) 312081. Closing date 28th July 1988.

Wolverhampton Metropolitan Borough Council is an equal opportunity employer and positively welcomes applications from all sections of the community irrespective of an individual's sex, ethnic or national origin, colour, age (up to 65 years), disability, sexual orientation or responsibility for dependants.

WOLVERHAMPTON

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Due to the expansion of the London Branch's dealing room, a vacancy has arisen for a Financial Futures Trader to complement a dealing team of six staff. The ideal candidate will have approximately 2 years experience and be aged between 25-35 years.

He or she will have traded the short term markets in financial futures in both sterling and U.S. dollar contracts. A knowledge of U.S. treasury bond and gilt market futures contracts will be a distinct advantage, along with experience of technical and hedging strategies involving options on futures. A working knowledge of currency option trading is also desired.

The candidate will be expected to show dynamism and the ability to work unsupervised within broadly defined guidelines, and also provide support to the other members of the dealing room who all report directly to the Treasury Manager - Chief Dealer.

A full package of benefits will be provided. Reply, enclosing C.V., to - Treasury Manager - Adrian E. Smith, Banque Worms, 15 St. Swithins Lane, London EC4N 8AN, Telephone: 626 7245

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Dollar issues rise above interest rate doldrums

BY STEPHEN FIDLER AND DOMINIQUE JACKSON

INTERNATIONAL BOND markets yesterday reacted to the gloom about rising global interest rates which have beset them since Thursday...

This was despite confirmation by the Bundesbank of an expected 1/4 point rise in West-German market interest rates. The US dollar markets reacted positively to the smaller-than-expected rise in US consumer prices during May...

The new issue sector of the Eurodollar bond market. Bankers Trust International brought a \$150m five-year issue for Summit Bank...

Bankers Trust said the issue had been one-third placed in the Far East yesterday morning. Although it insisted that not all the bonds were heading in that direction...

Ancor launches A\$100m convertible

BY DOMINIQUE JACKSON AND MAGGIE URRY

ANCOR, THE Australian pulp and paper producer, launched yesterday a A\$100m convertible Eurobond with no final maturity. The lead manager on the issue, which carries a relatively low conversion premium...

Wall Street firms move back into profit

By Janet Bush in New York

THE New York Stock Exchange's member firms returned to profit in the first three months of this year after a dismal performance at the end of the last year...

According to NYSE figures, member firms which do business with the public reported first-quarter earnings after tax of \$745m compared with the record loss in the period from October to December of \$1.48bn.

Before tax, the first quarter profit was \$1.15bn compared with a loss of \$2.25bn in the final quarter of 1987. Despite the overall improvement in profitability...

Another worrying element of the first-quarter figures was the small decline in membership firms' expenses despite far-reaching cutbacks and thousands of redundancies in the months after the October crash.

According to the NYSE, member firms' expenses dropped only 2.7 per cent to \$1.1bn in the first quarter, the fifth highest level ever.

Specialist firms, which make markets in shares on the floor of the exchange, reported an after-tax profit of \$55m in the first quarter compared with a loss of \$7m in the period from October to December last year.

Dominique Jackson reports on an options conference in London Futures chiefs predict co-operation

IF THE PUBLIC statements of the leaders of the financial futures and options business are anything to go by, an era of co-operation is replacing an age of competition in their industry.

It is clear, however, that these industry leaders, not noted in the past for a desire to cobble blissfully with their competitors, are still groping for a vision of the "future of futures."

At a conference in London organised by the Futures Industry Association and the specialist magazine, Futures and Options World, senior industry figures yesterday united to urge for a new era of closer co-operation between disparate international futures and options exchanges...

Most market operators see the advent of some kind of screen-based automated trading network for futures and options as inevitable. The delay in producing a type of transmission mechanism for futures, similar and perhaps complementary to the systems already in place in international foreign exchange and money markets...

The question of future trends in futures trade hit the headlines earlier this week when the Chicago Mercantile Exchange and Reuters, the UK-based information group, said they had agreed to open up to other exchanges in the sophisticated and development their proposed joint automated 24-hour trading system.



Brian Williamson: options contracts 'jealously guarded'

Although futures and options trading is still dominated by the three Chicago exchanges, US regulatory authorities are pressing for more stringent controls of the industry.

A similar system for the futures industry would increase transparency and reinforce the position of the established exchanges which are currently threatened by the rapid growth of a thriving over-the-counter market in derivative products...

Even if these products could be successfully traded on different exchanges, possibly with a functional link, there are several more technical problems to be overcome. Procedures and margin levels differ widely around the world while the most crucial problem would be achieving some kind of consistency of guarantee as the contract is traded around the world.

French seek bank ratios change

BY GEORGE GRAHAM IN PARIS

FRANCE'S banking authorities hope to win further changes in the detailed proposals for international bank prudential ratios at the final meeting of bank supervisors next week.

The Bank for International Settlements committee chaired by Mr Peter Cooke, of the Bank of England, is due to meet next week to put the finishing touches to its report, which will then be submitted to central bank governors in July.

The French banking representatives are expected to press for modifications to the treatment of mortgage loans, and also for some clarification of the treatment of debt exposure to public sector institutions, whose status varies widely from country to country.

The initial Cooke report, published in December, would require banks by the end of 1992 to have capital reserves equivalent to 8 per cent of their loan exposure. Both the different types of capital and the different categories of loan or asset would be weighted according to their degree of reliability.

Residential mortgages would be weighted at 50 per cent of their full value under the terms of the initial Cooke proposals, but many banks feel this is unnecessarily severe for a very safe category of risks.

"We do not think enough account is being taken of the mortgage pledge, which at least in France is a very real guarantee," Mr Philippe Lagayette, deputy governor of the Bank of France, said yesterday.

The French banking authorities have already diverged somewhat from their counterparts in the weight they attach to provisions established against sovereign loan risks. French banking supervisors plan to allow general country debt provisions to count as capital up to a limit of 2 per cent of total exposure, whereas the US and the UK are expected to apply lower limits or not to allow these provisions to count as capital at all.

Major French banks had established provisions covering around 40 per cent of their exposure in risk countries at the end of last year, up from 31 per cent at the end of 1986 and 23 per cent at the end of 1985, according to the annual report of the Banking Commission.

Officials involved in the Cooke committee deliberations say a number of points remain very unclear, and expect negotiations next week to be difficult.

Horten sells its headquarters

By Our Financial Staff

HORTEN, the West German retailer, has sold its headquarters to two subsidiaries of the Dutch pension fund Pensioensfonds Voor de Gezondheidszorg, Mantschappelijke Belangen.

The company declined to reveal the purchase price or the book value of the 55,000 sq m property built in 1961 on the outskirts of Düsseldorf.

Mr Heinz Garsoffky, Horten's management board chairman, said earlier this month that Horten would sell or rent the headquarters as it had become too big for the company's purposes.

The building can house 1,500 but Horten employed only 750 at head office.

Horten said it was seeking another site in the Düsseldorf area to build new headquarters.

Flotation for Worms insurance unit

By Our Paris Staff

PECHELBRONN, the holding company of the Worms financial group, is to float its insurance subsidiary, Preservatrice Foncière Assurances (PFA), on the French second market next week.

PFA, the third largest French private sector insurance company behind Victoria and Midl, although only eleven in size if the state-owned and mutual groups are included, will place 5 per cent of its capital on the market next Wednesday. The conversion of warrants already in public hands is expected to reduce Pechelbronn's stake to 75 per cent by the end of the year.

A minimum price of between FF425 and FF450 for the second market dealings will be announced next week, but French stockbrokers expect a much higher price. Estimates go as high as FF670 a share, valuing the group at FF7.45bn.

PFA is mainly involved in automobile and transport insurance through its subsidiaries PFA TIARD and Societe Lilloise de Assurances et de Reassurances, with combined premium income of FF1.5bn last year. PFA Vie, the life arm, had premiums of FF2.2bn last year. Group net profits flattened out last year at FF3.77bn on total premiums of FF36.77bn.

Germans act on automatic sell and buy orders

By Our Financial Staff

WEST GERMANY'S stock exchanges are likely to permit institutional investors the use of automatic sell and buy orders in stock trading as of 1989.

The advisory council to the Association of German Stock Exchanges has recommended to allow the use of so-called stop-loss orders, which lets investors limit their losses or gains in advance. Mr Brediger von Rosen, the executive chairman of the Association, said yesterday.

The German stock exchanges are stable liquid enough to meet these requests by investors, Mr von Rosen said.

Stop-loss orders have been banned in the past on fears that they could trigger excessive price fluctuations in either direction.

The instruments will be limited to variable trading used by institutional investors. At the official daily fixing, where most retail transactions are executed, automatic buy and sell orders will still be impossible, he said.

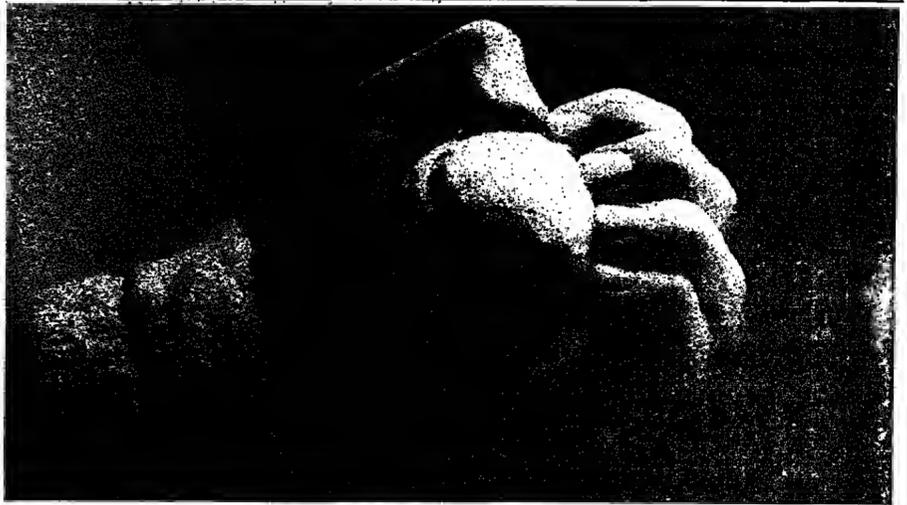
The recommendation still requires the approval of the boards of the eight West German exchanges.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Table with columns: US DOLLAR, YEN STRAIGHTS, FOREIGN STRAIGHTS, and various bond listings with prices and yields.

Table with columns: DEUTSCHE BANK STRAIGHTS, CONVERTIBLE, and various bond listings with prices and yields.



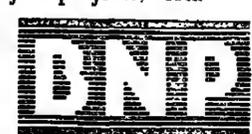
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UK COMPANY NEWS

Safeway helps Argyll to 64% rise

BY MAGGIE URRY

Argyll Group, the supermarket company, showed the first fruits of its \$281m acquisition of the Safeway food retailing chain in February 1987 by revealing a 64 per cent improvement in pre-tax profits to £132.1m for the year to April 2.

Sales rose by 60 per cent to £3.24bn. The period included 53 weeks from the old Argyll business and 54 weeks from Safeway.

Profits more than doubled to £176.6m, roughly in line with City expectations, before an exceptional debit of £43.5m, relating to costs of converting some of Argyll's Presto shops to the Safeway format.

The exceptional costs, predicted a year ago, included £24.5m of fixed assets written off, a non-cash cost which the Inland Revenue has not allowed for tax purposes. Thus the tax charge

was a high 41.6 per cent of the post-exceptional profit figure. Mr David Webster, finance director, said this would revert to normal in the current year.

Mr Alastair Grant, deputy chairman, said that further exceptional costs would amount to about £26m in the current year, and £30m divided over the subsequent two years.

Argyll also announced that Mr Jimmy Gulliver, the chairman, would retire at the end of this month, rather than the planned date of the annual meeting in September. Mr Grant will become chairman and chief executive.

Mr Grant said that operating margins for the group had risen from 3.9 per cent to 5 per cent. In the second half, the group margin was 5.2 per cent, which

suggested that margins in the more profitable Safeway chain were running at over 6 per cent.

The programme of converting Presto shops to Safeway outlets had been accelerated, Mr Grant said. During the past year seven conversions were made, and in 1988-89 another 60 Prestos would be converted. After the conversions the former Presto stores increased sales by more than 50 per cent and doubled their profit contribution, he added.

By 1991 Argyll plans to have 400 Safeway stores, making 85 per cent of group turnover. The smaller Presto shops not suitable for conversion to Safeway would become Lo-Cost discount stores, of which there would also be 400.

Towards the end of the development period Argyll would look at diversification moves, probably sticking to food retailing, but

in another country.

Profits were helped by a £19.3m turnaround on interest to a receivable figure of £13.7m. Last summer's rights issue had left the group with £180m of net cash at the year end. Capital expenditure last year was £177m which would rise to £288m this year.

The group lacked profits from the food and drinks businesses sold, which contributed £900,000 compared with £13.5m.

Earnings per share after the exceptional costs and on an actual tax charge fell 27.3 per cent to 8.5p. However, excluding the exceptional item and on a 35 per cent tax charge earnings rose 12 per cent to 13.1p.

A final dividend of 3.5p is proposed giving a total of 5.3p, a 17.3 per cent increase.

See Lex

Raleigh group buys Royal Worcester

By Philip Coggan

Derby International, the private company established last year to acquire the Raleigh bicycle manufacturing group, has emerged as the buyer of Royal Worcester Spode, the fine china manufacturer.

The Worcester and Spode companies were founded in the mid-18th century and joined forces in 1874. The combined group is currently the third largest UK fine china manufacturer behind Wedgwood, part of Waterford Glass, and Royal Doulton, part of the Pearson group which owns the Financial Times.

Royal Worcester's current owner, London International Group, the consumer products and services group best known for its condoms, announced that it was discussing the sale of the china company earlier this month. LIG had hoped to build up a substantial china business but an attempted bid for Wedgwood in 1986 was thwarted when it was referred to the Monopolies and Mergers Commission.

LIG subsequently decided that it was too difficult to build up a position of international leadership in china on the basis of Royal Worcester alone. In the year to March 31, Royal Worcester made an operating loss of £1.3m on sales of £2.2m.

Derby was established in 1987, with the backing of a group of international investors, to acquire Raleigh for £18m. Bicycles and china do not seem likely products for synergy but Mr Alan Finden-Crofts, Derby's chief executive, said yesterday that he had had and Royal Worcester Spode were strong international brand names. "We believe that we have the ability to manage international consumer brand names," he said.

LIG said that Royal Worcester Spode has recently been experiencing difficult trading conditions. But Mr Finden-Crofts was confident of Derby's ability to improve the company. "If you've got very strong brands and your products are good, why the hell can't you make money?" he said.

The total consideration for the purchase will be £17.4m, including the paying off of £10.6m of debt owed to LIG and £10m of external debt.

David Waller on Tomkins' Murray Ohio purchase Transformation through the acquisition trail



Greg Hutchings, Tomkins' chief executive

Tomkins is typical of a breed of companies which have sprung up since the turn of the decade: run by chartered accountants and graduates of the Harvard Business School, it is an earnings per share machine fashioned out of a former metal-basher.

Modelled on BTR and Hanson, Tomkins - in more sleepy days known as F B Tomkins - has been transformed over the last five years into a broadly-based industrial conglomerate with a market capitalisation approaching £400m.

Yesterday's \$224m (£180m) agreed bid for Murray Ohio - which saw off a hostile bid from the Swedish group Electrolux - follows last June's acquisition of Smith & Wesson, the hand-gun manufacturer, and doubles the proportion of group profits coming from the US.

The purchase of the Tennessee-based manufacturer of lawnmowers and bicycles is not quite classic Tomkins, on two counts. This is the first time that Mr Greg Hutchings, the 41-year old Tomkins chief executive and possessor of a Harvard MBA, has sought to buy a company with a significant loss-maker in its midst (the bicycles business doubled its losses last year to \$7.58m).

Moreover, this is the first acquisition where there has been any synergy with an existing business (Tomkins bought Hayter, a UK mower business, in December 1984, supplemented by the purchase of Beaver Equipment last autumn). But, in all other respects, the latest transaction bears the familiar hallmarks: the target company operates in

Located in Brentwood, Tennessee, Murray Ohio derives some 75 per cent of its turnover (which amounted to a total of \$488m last year) from sales of walk-behind and ride-on power motors. This gives the company some 20 per cent of the US market, a market which is relatively invulnerable to import penetration (foreign manufacturers had only a 1 per cent share last year). It was this which inspired Electrolux to make its hostile bid as part of its strategy of boosting its business in "outdoor products".

Turnover in power motors surged from \$257.7m to \$326.8m last year, and operating profits from \$39.5m to \$40.4m after three years on a plateau of around \$24m. Tomkins attributed this upswing to a combination of new products and manufacturing efficiencies. The news has not been so positive on the bicycles side of the business, where turnover has dwindled from \$118m in 1983 to \$111.3m last year. Bicycles contributed \$11m to profits in 1983, but moved into the red in 1986.

Murray, which makes about a third of all the bicycles manufactured in the US, has suffered from an onslaught of imports over recent years. In the second half of last year, however, sales rebounded and it is expected that bikes will make a profit in the fourth quarter of the current year.

Tomkins' new-found willingness to tackle such problems was welcomed by analysts yesterday. The acquisition is expected to enhance its earnings in the current year, and leaves the company with gearing of 10 to 12 per cent.

C E Heath raises board salaries

BY MICK BUNKER

C E Heath, the medium-sized Lloyd's insurance broker, has revealed in its annual report that 109 of its 2,345 employees were paid more than £30,000 in 1987/88, a year when the group's profits fell tax and exceptional items before 13 per cent to £22.25m.

The wage bill, just for the group's main board directors, totalled at least £355,000. That figure includes six members of the

board who received salaries of more than £35,000 each.

Heath - which is only just emerging from a deeply-troubled period - has also dramatically increased the money it pays to its chairman since its merger with rival broker Fielding Insurance in late 1986.

Mr Richard Fielding, who took the Heath group's chair on January 1 1987, earned £170,830 last year or about 70 per cent more

than his predecessor Mr Derek Newton, who was paid £100,214 in 1986.

One striking feature of the group's remuneration figures however is the high number of middle-ranking staff who earn salaries of more than £20,000. In all, 79 members of staff other than main board directors earned last year between £20,000 and £50,000, compared with 67 staff

who were in that salary bracket in 1986-7.

On average, however, Heath's employees are a long way from being the highest paid in the insurance broking sector, which has long had a reputation for large rewards. Salaries per employee at Heath averaged only £13,215 in last year, compared with £19,700 at its biggest rival, Sedgwick Group.

Watson & Philip up 49%

Watson & Philip saw strong growth in profits and sales in its first half. Taxable profits in the six months to April 29 rose 49 per cent from £227,000 to £1.36m on turnover ahead 28 per cent to £112.86m.

The interim dividend is being raised to 2.65p (2.3p) on earnings per 10p share of 5.9p (4.7p).

The directors said organic growth and acquisitions made at the end of the last financial year offset the intense competition in the Scottish cash and carry operations.

The lease of the Edinburgh cash and carry warehouse had been acquired and a 40,000 sq ft replacement for the Kirkcaldy cash and carry depot was in hand.

Brierley reveals stake in Gibbs Mew

BY LISA WOOD

SIR RON Brierley, the New Zealand entrepreneur who has declared a stake in Gibbs Mew, USM-quoted family-controlled brewer. He announced yesterday that his stake had increased from just under five per cent to 5.16 per cent.

In addition, Sir Ron's IEP Securities was understood yesterday to have increased its stake in Vanx, the Sunderland-based brewer from 2.2 per cent to 2.6

per cent.

Earlier this week, IEP Securities sold its 5.5 per cent stake in Scottish & Newcastle Breweries to Elders IXL, the Australian brewer, lifting Elders' holding to 8.9 per cent.

Mr Roger Gibbs, secretary of Wiltshire-based Gibbs Mew, said IEP had built up the holding of just under five per cent over a period of time.

He said Sir Ron's increased

interest was the largest stake after holdings held by the family and its trusts which exceeded 50 per cent. "We have not received a takeover approach from Sir Ron Brierley," he said.

Over the years, Gibbs Mew, which has been quoted on the USM since 1984, had received takeover approaches just like other brewers, Mr Gibbs stated.

In the half-year to end-September, Gibbs Mew saw beer volume fall slightly with pre-tax profits increasing slightly from £583,000 to £589,000.

Analysis was unable to suggest credible reasons for Sir Ron's stake although one said family-control had not inhibited takeovers in the drinks industry - for example Seagram's takeover of Martell.

Golden oldies buy for Pickwick

Pickwick Group is acquiring Old Gold Records. The initial consideration of £280,000 is to be satisfied by the allotment of 354,387 new shares. The price may be adjusted dependent upon results

for the periods up to December 31 1988.

Old Gold, which re-issues original hit records, made pre-tax profits of £147,000 on turnover of £1.56m in the year to June 30 1987.

Acquisitive Blacks recovers to £4.76m

BY NIKKI TAIT

Blacks Leisure, camping equipment, sportswear retailer and fashion goods manufacturer, yesterday unveiled pre-tax profits of £4.76m in the year to February 27. Sales were £43.6m.

Blacks, which was hauled back from impending receivership by a 10m consortium package in late-1986, made a number of acquisitions during the year. All but one of these have been merger-acquired; the exception was S Eker, the textile converter and merchant, which was bought for a mixture of cash and shares last July, and was acquisition-acquired.

Accordingly, Blacks has restated its 1986-87 figures, to give comparable pre-tax profits of £232,000 and sales of £35.2m. The original reported figure for 1986-87 was a pre-tax loss of £2.44m.

Yesterday, Blacks said that had Eker been included for the entire period, the pre-tax figure for 1987-88 would have been £5.76m. There was no contribution from the West 6 sports shop chain, which was acquired after the year-end.

Following a tax charge of £1.5m (22 per cent), earnings per share worked through at 0.56p. The company, meanwhile, is celebrating its return to full-year profits by paying off three years of preference share dividend arrears, and making a 0.1p a share payout to ordinary shareholders for over four years.

Yesterday, Mr Bernard Garbacz, chief executive, said about 20 per cent of profits came from retail operations, with all 27 on-going Blacks stores now profitable.

met, or slightly surpassed, warranted profit levels and perhaps the better news was that the Blacks chain itself, now slimmer down to 27 outlets, contributed just over £400,000 to the profits total compared with its previous loss from impending receivership by a 10m consortium package in late-1986, made a number of acquisitions during the year. All but one of these have been merger-acquired; the exception was S Eker, the textile converter and merchant, which was bought for a mixture of cash and shares last July, and was acquisition-acquired.

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bull market paper speers are a thing of the past and, in the meantime, Blacks' asset base - about £7m - is still thin. With West 6 chipping in this year, analysts seem to think £5m before tax is in sight, which makes the respective multiple about 15. That is still a premium to the sector, and reflects expectations that the company will do more than grow organically. The current year may be more testing - but so far, so good.

MEYER

ANOTHER RECORD YEAR - PRE-TAX PROFITS UP 40%

Summary of results for the year ended 31st March 1988:-

	1988	1987	
■ TURNOVER	up 15%	£712.5M	£616.3M
■ PRE-TAX PROFITS	up 40%	£63.1M	£45.1M
■ TAXATION	up 47%	£19.9M	£13.5M
■ EARNINGS PER SHARE	up 36%	44.4p	32.7p
■ TOTAL DIVIDEND	up 36%	9.5p	7.0p

Chairman, Oscar DeVille, CBE, comments:-

"The re-shaping of the Group continues by investment in the UK and overseas. All UK Divisions have contributed to the improvement. The trading outlook remains good, turnover for the first two months being 12% ahead of last year.

The final dividend is increased by a record 46% to 7.10p (4.85p) making a total dividend for the year of 9.5p (7.0p), an overall increase of 36%."

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Copies of the Annual Report & Accounts will be available from the Secretary, Meyer International plc, Villiers House, 41-47 Strand, London WC2N 5JG from the 4th July 1988.

Reverse takeover at J. Michael

By Philip Coggan

John Michael Design, USM-quoted design company, has recently formed a merger partner, eight months after it announced plans for a capital reconstruction organised by Hillsdown Investment Trust.

The deal with the investment subsidiary of Hillsdown Holdings, food-to-furniture group, fell through, as did a subsequent reverse takeover plan. But now, Capital and Investment Securities, a private company backed by financial services group, UTC, is to acquire control of JMD via a reverse takeover.

JMD will issue 17.85m shares to acquire CIS, which has net assets of £2.1m in cash. As a result, CIS's vendors will own 68.2 per cent of the enlarged equity.

Mr Keith Moss, who was previously a director of Gerson Trust and has previously been involved in financial services groups such as BWD Securities and Palmerston Securities will become chief executive of the enlarged group. "I want the company to expand into related areas such as sales promotion and media communications" he said yesterday. The group will change its name once a merger is effected.

JMD slumped into loss in the first half of the year to March 31 and the company said yesterday its performance had continued to deteriorate in the second half. Significant losses for the full year will shortly be reported.

The company said its problems arose from poor costs control and the ill health of Mr David Calcott, chairman and joint managing director. Mr Calcott is stepping down as chairman, although he will remain an executive director after the merger.

JMD's shares are currently suspended.

Ossory acquisition

Ossory Estates has acquired Aranmore Developments, a private property development and dealing company, for £1.44m, representing Aranmore's net asset value at June 24 1988.

Consideration will be satisfied by the issue of 7.21m new Ossory 5p ordinary shares. A further payment may be made relating to profits from a land disposal.

GRANVILLE SPONSORED SECURITIES

High	Low	Company	Price	Change	Div (p)	Yield %	P/E
230	185	Acc. Brit. Ind. Ordinary	230	0	8.7	3.8	8.6
230	186	Acc. Brit. Ind. GILLS	230	0	10.0	4.3	
46	25	Accum. Ind. Bonds	46	0	11.1	4.2	
57	50	080 Debut Group (USM)	53	0	2.1	3.9	8.5
162	153	Barton Group	160	0	3.3	2.1	28.5
112	100	Barton Group Com. Prof.	112	0	6.7	6.0	
148	137	Bev Technologies	140	0	5.2	3.7	10.2
107	100	Brightwell Com. Prof.	107	0	11.0	10.3	
272	246	CCJ Group Ordinary	272	0	12.5	4.5	4.1
147	124	CCJ Group 11% Com. Prof.	147	-1	14.7	10.0	
151	129	Carbo P&G	151	0	11.1	8.2	
112	100	Carbo 7.5% Prof USD	107	0	10.3	9.6	
257	147	George Blair	257	+2	3.7	1.4	7.1
94	80	IS Group	94	0	3.4	3.2	11.7
106	87	Justice Group	106	0	10.4	5.2	13.1
340	245	Multiplex NV (Amst)SD	330	0	8.0	2.5	2.4
52	40	Robert Jenkins	50	-1	8.0	2.5	2.4
310	284	Servintec	310	0	3.7	3.8	2.1
201	179	Taylor & Carlisle	201	0	3.7	3.8	2.1
95	56	Trelian Holdings (USM)	92	-3	2.7	3.0	9.9
110	100	Unilever Europe Date Prof	110	0	0.0	7.3	
285	263	W-S Yocco	285	0	16.2	5.7	7.9

Securities designated (SD) and (USM) are dealt in subject to the rules and regulations of The Stock Exchange. Other securities listed above are dealt in subject to the rules of TSA.

These Securities are dealt in strictly on a matched bargain basis. Neither Granville & Co nor Granville Davies Ltd are market makers in these securities.

Granville & Co, 1 Level Lane, London EC2R 8EP Telephone 01-423 1212 Member of TSA

Granville Davies Limited, 1 Level Lane, London EC2R 8EP Telephone 01-423 1212 Member of the Stock Exchange & TSA.

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. Application has been made to the Committee (Irish) and to the Council of The Stock Exchange for the issuing Ordinary shares and the new Ordinary shares to be issued in connection with (1) the acquisition of J. T. Hume (Workshop) Limited and (2) J. T. Hume (Sewage) Limited, (3) a placing for cash and (4) a capital reconstruction of Seafield p.l.c. ("the Company") to be admitted to the Official List (Irish) and the Official List. Application has also been made to the Committee (Irish) for the 11 per cent. Unsecured Loan Stock 1976/96 in the Company to be admitted to the Official List (Irish). The new Ordinary shares, the new Ordinary shares and the Loan Stock are expected to commence on Monday, 27th June, 1988.

SEAFIELD p.l.c. (Incorporated in the Republic of Ireland on 9th July, 1946 under the Companies Acts 1908 to 1924-No. 11558)

Admission to Listing

Share capital

Authorised £85,200,000

Ordinary Shares of IR25p each

Issued and to be issued fully paid IR53,185,245

Seafield p.l.c. and its subsidiaries provide short and long-term warehousing services and operate as haulage contractors.

Copies of the listing particulars relating to the Company are available in the statistical services of Encl Financial Limited, and copies may be obtained during normal business hours on any weekday (Saturdays excepted) up to and including 6th July, 1988 from the registered office of the Company at 4 Lapp's Quay, Cork, Ireland and from the following addresses:-

Lawrence Frost & Co. Ltd, 27 Finsbury Square, London EC2A 1LP

Burley & Belacoe, 3 College Green, Dublin 2

Copies of the listing particulars are also available, for collection only, during normal business hours from the Company's Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London, EC2 up to and including 24th June, 1988.

UK COMPANY NEWS

INCREASE ACHIEVED DESPITE £5M IMPACT OF MARKET CRASH

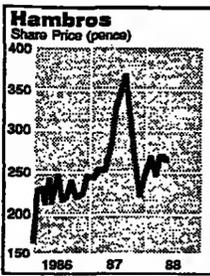
Estate agents move Hambros up to £69.8m

BY DAVID LASCELLES, BANKING EDITOR

Hambros, the London financial services group, boosted pre-tax profits by 15 per cent in the year to March 31. The biggest part of the increase came from its 82 per cent stake in Hambro Countrywide, the estate agency company formed two years ago which is evolving into one of the most important segments of the group. But results were also hurt by the market crash in October.

Pre-tax profits rose from £90.5m to £289.5m. Mr Charles Hambro, chairman, said the results "demonstrate that the group is continuing to progress despite the severe difficulties in financial markets. However, in our case the impact of the stock market was limited, highlighting the benefits of our broad spread of activities in banking and retail financial services."

Profits from the merchant banking business were £28.7m, up from £21.4m. Mr Chips Keswick, the director in charge of banking, said there were "no real flops" among the bank's nine streams of business. But the bank had done particularly well



of 24.9p (25.9p). The decline was due to new shares issued to acquire estate agency businesses. Excluding Strauss, earnings were 26p per share, up from 25.2p.

As a result of the reorganisation of Strauss Turnbull Hambros' stake will fall to 17 per cent and this will be treated as an investment from now on. Mr Sporborg said that Hambros interest in Strauss, acquired at the time of the Big Bang in 1985, "was never part of our main-stream strategic thrust."

The Hambros group is continuing to develop links with Continental banks as part of its plan for a network of European ties. Sir Adam Ridley, a director, said there were "honeymoons" going on with potential partners in Greece, France, Belgium, Holland and Portugal, but he declined to identify them.

comment

The initial scepticism about Hambros' rather oddball corporate strategy of expanding into the estate agency business at a

time when its rivals were investing heavily in the securities business, has largely disappeared and the relative strength of the shares over the last year reflects a growing belief that the group's long-term strategy may be more sensibly based than that of most of its peers. That said, the full-year figures are mildly disappointing. Despite its efforts to distance itself from the securities industry, the crash cost about £5m, the relative contribution from corporate finance has almost halved, and a 3 per cent rise in earnings per share reflects the not inconsiderable cost of buying highly priced estate agents with paper. This year the group should be able to earn about £80m, but a prospective multiple of a shade below 10 times earnings, when combined with the modest dividend increase, means that the shares are unlikely to outperform the market, although they could still do well relative to the merchant bank sector.

Strauss Turnbull reorganisation, Page 27

Wellman profits nearly doubled to over £2.6m

Pre-tax profits were nearly doubled at Wellman in the year to March 31 1988 from £1.3m to £2.63m. Turnover was up 12 per cent from £36.98m to £41.26m.

Interest charges were sharply lower at £194,000 (£230,000) aided by the rights issue in September.

The directors of this engineering group, which experienced heavy losses up to 1985, said all operating companies, except the UK automotive business and the furnace division in the US, had met or exceeded expectations. It had been decided to withdraw from these furnace operations and this together with action to reduce costs, should improve the position in North America.

Group borrowings had been eliminated by strong positive cash flow and the rights issue. The directors propose to begin reducing the preference dividend arrears by paying a dividend of 32.12p per share. Earnings per share were 8.06p (5.72p) basic and 6.1p (4.3p) fully diluted.

Caravan surge boosts Burndene

A strong contribution from its caravan manufacturing and park operating division helped Burndene Investments increase profits, by 33 per cent in the 26 weeks to March 26 1988. The taxable figure of £1.66m compared with £1.25m previously and was scored on turnover up 31 per cent from £10.51m to £14.19m.

The interim dividend is raised to 2p (1.5p) on earnings per 5p share were 8.06p (5.72p) basic and 6.1p (4.3p) fully diluted.

Blick expands to over £2m in first six months

AN INCREASE of 18 per cent in taxable profits was reported at Blick, Swindon-based supplier of clothing-in equipment and radio pagers, where turnover rose 23 per cent to £9.2m for the half year to March 31 1988.

This gave rise to pre-tax profits of £2.14m (£1.52m), and earnings per 5p share were 1.56p (8.23p). The interim dividend is raised to 2p (1.5p) on earnings per 5p share of 10.51p (8.18p).

to profits, although interest rates were lower than last year.

Mr Alan Elliot, chairman, said the board had decided to distribute a higher proportion of post-tax profits for the year and as a first step was paying an increased interim dividend of 2p (1.5p). The current level of trade was encouraging and he was confident of continued progress.

Reliance Security up 12%

IN ITS first full set of results since joining the USM Reliance and Security Group has increased pre-tax profits by 12 per cent from £1.55m to £1.74m. Turnover in the year to April 5 advanced 28 per cent from £23.94m to £30.62m.

Mr Brian Kingham, chairman, said Reliance, which came to the USM last March, had achieved substantial geographical expansion and invested in new management information systems. He also announced the opening of an operations centre in Leeds and a commitment to developing the Scottish market by establishing a presence in Glasgow.

The success of specialist security services, particularly for the retail sector, had led to the setting up of a new division.

A final dividend of 3.25p is proposed, bringing the total for the year to 4.75p per 5p share. Earnings came out at 10.9p (11.4p).

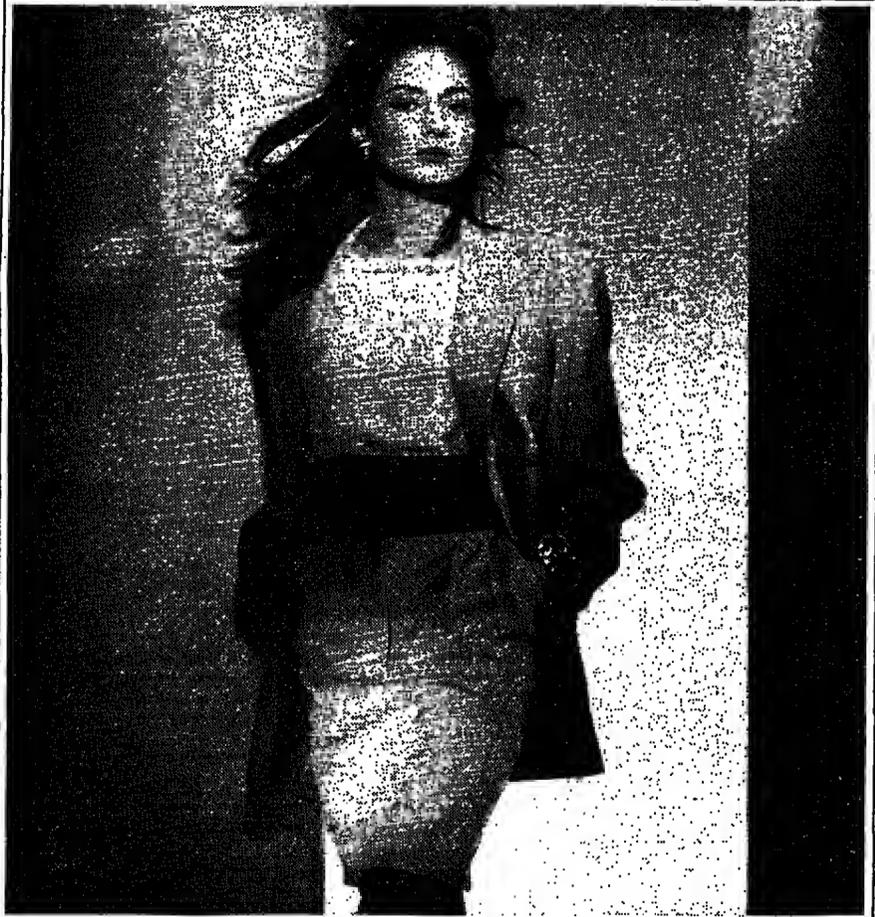
Sterling static at £0.8m

Sterling Industries' light engine, revealed virtually unchanged pre-tax profits of £880,000 for the year to end-March, on turnover 5 per cent higher at £3.48m against £3.305,000 against £307,000, leaving earnings per 2 1/2p share of 5.11p (4.86p). The directors propose a final dividend of 2.4p - up from 2.3p last time - making 3.4p (3.1p) for the year. There was an extraordinary debit of £290,000 (£123,000).

Growth continues at Amber

Amber Industrial Holdings continued the steady growth shown at the mid-way stage, and in the full year to end-March lifted pre-tax profits by 14 per cent from £1.07m to £1.22m.

The result was posted on turnover up from £9.18m to £10.06m. After tax of £481,000 (£386,000), earnings per 10p share rose to 28.3p, compared with 25.9p last time. The directors recommend a final dividend of 7.75p, making 11p (10p) for the year.



MARKS & SPENCER

Group Performance

In the last year, Marks and Spencer Group sales increased by 8.5% to £4,557.6 million. Profits exceeded £500 million for the first time, increasing by £69.6 million - up 16.1%. Overall profitability went up from 10.2% to 11.0%. Dividend per share increased from 4.5p to 5.1p and earnings per share were up 17.3% from 10.4p to 12.2p.

UK Sales

Our UK store sales increased by 9.6% to £4,173.6 million, 7.6% being volume growth. Clothing sales showed particularly strong growth in the second half of the year and increased by 7.8% to £2,016.0 million. The sales of the Homeware and Footwear Division increased by 8.7% to £486.3 million as expansion of the ranges continued. Food sales increased by 12.0% to £1,671.3 million, significantly ahead of national retail food sales.

Store Development

During the year, £125 million was invested in store development. Selling space increased by 545,000 sq. ft and a further 2 million sq. ft were modernised. We plan to add over 400,000 sq. ft of selling space in the coming year and modernise a further 1.5 million sq. ft.

The year saw the redevelopment of our premier store at Marble Arch completed and the opening of our second edge of town store at Cheshunt.

Investment in Technology

£40 million was invested in developing information technology and we became the first major UK retailer to introduce electronic cheque writing.

We have opened a computer centre employing 450 people to deal with the developments and to support our company's growth into the 1990's.

Financial Services

There are now over 2 million chargecard holders and sales on chargecard increased by 47% to 13.4% of turnover.

International

European sales increased by 13%, with profits up by 50.6%. A particular highlight was the opening of our fourth store in Paris and we are continuing to seek further opportunities for expansion.

Overall, sales in Canada were disappointing and reflected poor levels of consumer spending generally. However, the D'Allairs Division maintained its satisfactory rate of profitability.

The recent acquisition of Brooks Brothers, together with certain preferential and exclusive rights for food and clothing retail sites will give us an important introduction into the USA. And our expansion plans will continue in the Far East where we successfully opened our first store in Hong Kong.

We are confident that our current growth and investment plans will ensure that our shareholders, our staff and our suppliers will continue to share in our success.

Group Turnover (excluding Sales Taxes) £m	
1988	4577.6
1987	4220.8
1986	3734.8
1985	3208.1
1984	2862.5
1983	2509.9

Group Profit (before Taxation) £m	
1988	501.7
1987	432.1
1986	365.8
1985	304.1
1984	279.3
1983	239.3

We are pleased to announce that both Moody's and Standard & Poor's have recently reaffirmed our rating for long term debt as AAA. This is particularly important after our recent acquisition of Brooks Brothers. We are still the only retailer in the world with this rating.

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MARKS & SPENCER

JUNE 1988

ASIAN OCEANIC GROUP

AND ITS SHAREHOLDERS
CIGNA CORPORATION,
BLISS OCEANIC HOLDINGS LIMITED AND
KUWAIT FOREIGN TRADING CONTRACTING &
INVESTMENT COMPANY (S.A.K.)

ARE PLEASED TO ANNOUNCE THE PARTICIPATION
OF
NISSHO IWAI CORPORATION AND
ORIENT LEASING COMPANY LIMITED
WHO HAVE EACH SUBSCRIBED TO APPROXIMATELY 10% OF
THE ENLARGED CAPITAL OF
ASIAN OCEANIC HOLDINGS LIMITED

ASIAN OCEANIC GROUP
HONG KONG NEW YORK SINGAPORE
MANILA JAKARTA ISTANBUL

NOTICE OF PREPAYMENT

ECU50,000,000

Negotiable Floating Rate Certificates of Deposit
Due 30th January, 1990

Notice is hereby given that in accordance with the conditions of the above Certificates of Deposit (the "Certificates"), Banca di Sicilia, (the "Bank") will prepay all the outstanding Certificates on 27th July, 1988 (the "Prepayment Date"), at their principal amount.

Payment of the principal amount, together with accrued interest to the Prepayment Date, will be made on the Prepayment Date against presentation and surrender of the Certificates at the London Office of the Paying Agent, Morgan Guaranty Trust Company of New York, 1 Angel Court, London EC2R 7AE.

Interest will cease to accrue on the Certificates on the Prepayment Date.

Morgan Guaranty Trust Company of New York, London.
Agent Bank

22nd June, 1988

COMMODITIES AND AGRICULTURE

IPE votes down crude oil permits plan

THE INTERNATIONAL Petroleum Exchange's members yesterday voted against their board's proposal to issue special trading permits for the crude oil contract being launched tomorrow.

Deborah Hargreaves on the grain trade's response to the record-breaking US heatwave Soya hits 10-year peak as drought continues

SOYABEAN FUTURES prices on the Chicago Board of Trade soared to 10-year peaks yesterday as the drought in the Midwest continued to worsen.

Very little trading was done on Monday as the markets stayed locked at their upper price limits all day.

In response to the increased volatility in the grain contracts, the CBOT also raised margin requirements yesterday for speculative traders.

normal, according to Mr Garren Benson, agronomist at Iowa State University. Soybeans are better able to withstand drought, but yield prospects are dropping with each sweltering day and both crops need above average rainfall for the rest of the summer.

day's trading. Stocks of maize have not run as low as those of soybeans and the US Government still has some eight months supply in storage.

EC seeks to break farm price deadlock

KEY TALKS are to be held in Brussels today in an effort to break the deadlock over European Community farm prices for the current year.

nobody expected his insistence on a devaluation of the Green drachma beyond the 10 per cent which had been offered immediately and the additional 4.5 per cent which was on the table from the start of next year.

Kuala Lumpur palm oil prices mirror Chicago gains

PALEM OIL prices in Malaysia have surged to a 5-month high, once again breaching the 1,200 ringgit (250) a tonne level, on reports of drought damage to the US soybean crop.

ringgit at 1,244 ringgit a tonne. For the second day running the August, September, October and November positions all closed with 75 ringgit permissible limit gains.

Floods in Malaysia were also influencing the market then. Traders said prices in the coming weeks would depend very much on the extent of damage to the US soybean crop.

however, palm oil prices could fall back to around 1,000 ringgit a tonne, particularly in view of surging Malaysian output.

August purchases were believed to have reached only around 18,000 tonnes.

Canadian coal sales soar

SURGING Japanese steel production and labour troubles in Australia are contributing to a dramatic gain in Western Canada coal exports.

The Association sees the global oversupply of coal easing, with the prospect of firmer prices.

WEEKLY METALS

All prices as supplied by Metal Bulletin (last week's prices in brackets)

Nicholas Woodworth on an ambitious rehabilitation project Ghana sets course for a cocoa revival

WHEN COCOA farmers in a small village near Sunyani in western Ghana read recently that Ghanaian boxer Marvelous NanaYaw Konadu was to have a crack at the World Boxing Council flyweight title this September, there was no doubting that these were a proud and patriotic people - cheers for Ghana's greater glory broke out all around.

road system in the western border areas - which include some of Ghana's richest and most intensively-farmed cocoa producing lands - are hopelessly inadequate as collection and transportation routes.

UK's Overseas Development Association, the African Development Bank and the Arab Bank for Economic Development in Africa (Badaa). Together they will provide 75 per cent of the project's costs.

footing, in the past the industry's importance as Ghana's biggest foreign currency earner had led to any easy acceptance of market-board deficit financing policies.

with credit facilities. In 1986 Cocobod introduced a credit system for the purchase of insecticides and spraying machines.

Finland blocks whalemeat

FINLAND WILL intercept a shipment of whalemeat transiting the Baltic and return it to Iceland. The move follows publicity campaign by members of Greenpeace, the international environmental movement, who discovered a total of 19 tonnes of frozen whalemeat in the port of Helsinki Monday and fastened themselves to the containers.

Advertisement for 'The Business Section' appearing every Tuesday + Saturday. For further details please contact James Pascal on 248-8000 Ext 3524.

WORLD COMMODITIES PRICES

LONDON MARKETS

Table of LONDON MARKETS prices including ALUMINIUM PRICES, SPOT BARRAGES, and various metal prices.

COCOA Closes

Table of COCOA Closes prices for various grades and origins.

LONDON METAL EXCHANGE

Table of LONDON METAL EXCHANGE prices for various metals.

POTATOES Closes

Table of POTATOES Closes prices for various grades.

LONDON BULLION MARKET

Table of LONDON BULLION MARKET prices for gold and silver.

NEW YORK

Table of NEW YORK prices for various commodities.

CHICAGO

Table of CHICAGO prices for various commodities.

SOYABEANS

Table of SOYABEANS prices for various grades.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar stays in narrow range

THE DOLLAR finished below its best level in currency markets yesterday, but showed little movement after a 37 cent...

lyng rate of overall production. This was highlighted by a 5 p.c. increase in construction - largely due to new housing.

FINANCIAL FUTURES

Prices show mixed reaction

STERLING BASED contracts showed a mixed reaction to the Bank of England's decision not to signal a rise in base rates.

ndertones, and were consequently disappointed that the authorities did not appear to be acting visibly to contain any possible rise.

and moved up to a high of 90.30 before finishing at 90.29. US Treasury bond futures improved steadily, after a fall in oil prices and a lower than expected rise in US consumer prices.

£ IN NEW YORK

Table with columns: June 21, June 22, Previous Close. Rows: 3 months, 6 months, 12 months.

STERLING INDEX

Table with columns: June 21, June 22, Previous. Rows: 8.50 am, 10.00 am, 11.00 am, 12.00 pm, 1.00 pm, 2.00 pm, 3.00 pm, 4.00 pm.

CURRENCY RATES

Table with columns: Currency, Rate, % Change. Rows: Australia, Canada, France, Germany, Hong Kong, Japan, etc.

CURRENCY MOVEMENTS

Table with columns: Currency, Movement, % Change. Rows: Sterling, US Dollar, Canadian Dollar, etc.

OTHER CURRENCIES

Table with columns: Currency, Rate, % Change. Rows: Argentina, Brazil, Hong Kong, etc.

MONEY MARKETS

Bundesbank acts

THE WEST German Bundesbank announced an increase in its sale and repurchase rate yesterday in Frankfurt to 8.50 p.c. from 8.25 p.c.

concerned that with sterling showing a slightly firmer overall trend, a further immediate rise in base rates could propel the pound back towards the DM3.20 level.

FT LONDON INTERBANK FIXING

Table with columns: Currency, Rate, % Change. Rows: 3 months US Dollars, 6 months US Dollars, etc.

MONEY RATES

Table with columns: Currency, Rate, % Change. Rows: New York, London, etc.

LONDON MONEY RATES

Table with columns: Currency, Rate, % Change. Rows: 3 months, 6 months, 12 months, etc.

EUROPEAN OPTIONS EXCHANGE

Large table with columns: Series, Vol, Last, Bid, Ask, etc. Rows: GOLD C, SILVER C, etc.

BASE LENDING RATES

Table with columns: Bank, Rate, % Change. Rows: ABN Bank, Adia & Company, etc.

It's one of the top ten property companies. And you've never heard of it.

Its portfolio is currently worth over £800 million and it has current development profits of £7 million. The reason you haven't heard of it is that the name is new.



Chartwell Land PLC North West House, 119 Marylebone Road, London NW1 5PX

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Alford Unit Trust, and others, including their names, managers, and performance metrics.

Table listing unit trusts such as Alford Unit Trust, Alford Unit Trust, and others, including their names, managers, and performance metrics.

Table listing unit trusts such as Alford Unit Trust, Alford Unit Trust, and others, including their names, managers, and performance metrics.

Table listing unit trusts such as Alford Unit Trust, Alford Unit Trust, and others, including their names, managers, and performance metrics.

I.G. INDEX LTD, 9-11 GROSVENOR GARDENS, LONDON SW1W 0BD. Tel: 01-828 725/5699. Reuters Code: IGIN, IGI0.

JOTTER PAD FT CROSSWORD No.6,662 SET BY GRIFFIN. Includes crossword puzzle grid and clues.

Down: 1 Fighting back communist guard (6), 2 Choice of one in a hundred after work (6), 3 Stay near front of coach with Heather (5), 4 Prevented sweetheart entering a green front door (7), 5 Man holding a bell reproduced in plastic (5), 6 Mum gets home in time (6), 7 Edum gets form, inserting "student is indolent" (8), 8 Where rum had to be prepared (6), 9 Caught having a ruddy zap in it (8).

Table listing unit trusts such as Alford Unit Trust, Alford Unit Trust, and others, including their names, managers, and performance metrics.

Table listing unit trusts such as Alford Unit Trust, Alford Unit Trust, and others, including their names, managers, and performance metrics.

Table listing unit trusts such as Alford Unit Trust, Alford Unit Trust, and others, including their names, managers, and performance metrics.

Handwritten text at the bottom of the page, possibly a signature or note.

FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts and their performance metrics.

Table of London Share Service, including British Funds, Foreign Bonds & Rails, and Americans.

Table of Money Market Trust Funds and Bank Accounts, listing various financial products and their details.

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American stocks with columns for stock name, price, and other financial metrics.

CANADIANS

Table listing Canadian stocks with columns for stock name, price, and other financial metrics.

BANKS, HP & LEASING

Table listing banks, hire purchase, and leasing companies with columns for stock name, price, and other financial metrics.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit companies with columns for stock name, price, and other financial metrics.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road companies with columns for stock name, price, and other financial metrics.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road companies with columns for stock name, price, and other financial metrics.

CHEMICALS, PLASTICS

Table listing chemical and plastic companies with columns for stock name, price, and other financial metrics.

DRAPERY AND STORES

Table listing drapery and store companies with columns for stock name, price, and other financial metrics.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road companies with columns for stock name, price, and other financial metrics.

DRAPERY AND STORES - Contd

Table listing drapery and store companies with columns for stock name, price, and other financial metrics.

ELECTRICALS

Table listing electrical companies with columns for stock name, price, and other financial metrics.

ENGINEERING

Table listing engineering companies with columns for stock name, price, and other financial metrics.

DRAPERY AND STORES

Table listing drapery and store companies with columns for stock name, price, and other financial metrics.

ENGINEERING

Table listing engineering companies with columns for stock name, price, and other financial metrics.

ENGINEERING - Contd

Table listing engineering companies with columns for stock name, price, and other financial metrics.

FOOD, GROCERIES, ETC

Table listing food, grocery, and other companies with columns for stock name, price, and other financial metrics.

INDUSTRIALS (Misc.)

Table listing various industrial companies with columns for stock name, price, and other financial metrics.

INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies with columns for stock name, price, and other financial metrics.

INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies with columns for stock name, price, and other financial metrics.

INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies with columns for stock name, price, and other financial metrics.

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INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies with columns for stock name, price, and other financial metrics.

INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies with columns for stock name, price, and other financial metrics.

INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies with columns for stock name, price, and other financial metrics.

INSURANCES

Table listing insurance companies with columns for stock name, price, and other financial metrics.

LEISURE

Table listing leisure companies with columns for stock name, price, and other financial metrics.

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LONDON SHARE SERVICE

LEISURE - Contd. Table listing various leisure companies and their share prices.

PAPER, PRINTING, ADVERTISING - Contd. Table listing companies in the paper, printing, and advertising sectors.

TEXTILES - Contd. Table listing various textile companies and their share prices.

TRUSTS, FINANCE, LAND - Contd. Table listing companies in the trusts, finance, and land sectors.

OIL AND GAS - Contd. Table listing various oil and gas companies and their share prices.

MINES - Contd. Table listing various mining companies and their share prices.

MOTORS, AIRCRAFT TRADES. Table listing companies in the motor and aircraft trades sectors.

PROPERTY. Table listing various property-related companies and their share prices.

TOBACCO. Table listing tobacco companies and their share prices.

TRUSTS, FINANCE, LAND. Table listing companies in the trusts, finance, and land sectors.

OVERSEAS TRADERS. Table listing overseas trading companies and their share prices.

PLANTATIONS. Table listing plantation companies and their share prices.

COMMERCIAL VEHICLES. Table listing commercial vehicle companies and their share prices.

PROPERTY. Table listing various property-related companies and their share prices.

TRUSTS, FINANCE, LAND. Table listing companies in the trusts, finance, and land sectors.

FINANCE, LAND, etc. Table listing companies in the finance and land sectors.

MINES. Table listing various mining companies and their share prices.

THIRD MARKET. Table listing companies in the third market and their share prices.

NEWSPAPERS, PUBLISHERS. Table listing newspaper and publishing companies and their share prices.

SHIPPING. Table listing shipping companies and their share prices.

SHOES AND LEATHER. Table listing shoe and leather companies and their share prices.

OIL AND GAS. Table listing various oil and gas companies and their share prices.

FINANCE. Table listing various finance companies and their share prices.

REGIONAL & IRISH STOCKS. Table listing regional and Irish stocks and their share prices.

NOTES. A section containing various notes and information regarding the share prices and market conditions.

WORLD STOCK MARKETS

Table of stock market data for various countries including Australia, France, Germany, Netherlands, Sweden, and Canada. Columns include stock names, prices, and changes.

CANADA

Table of Canadian stock market data, including Toronto and Montreal indices and individual stock prices.

Table of Japanese stock market data, listing various companies and their stock prices.

OVER-THE-COUNTER

Table of over-the-counter market data, including Nasdaq national market closing prices and various stock listings.

INDICES

Table of financial indices including Dow Jones, Standard and Poors, and various regional indices.

CHIEF LONDON PRICE CHANGES YESTERDAY

Table showing price changes for various commodities and currencies in London.

TOKYO - Most Active Stocks

Table of the most active stocks in Tokyo, including company names and trading volumes.

Table of New York active stocks, listing major companies and their stock prices.

Advertisement for Financial Times, featuring the headline 'Have your F.T. hand delivered in Norway' and contact information for Oslo.

2pm Prices June 21

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers like 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. It lists numerous individual stocks and their corresponding market data.

Continued on Page 43

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Financial Times Wednesday June 22 1988 NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for High, Low, and Change.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices listing various stocks with columns for High, Low, and Change.

OVER-THE-COUNTER

Table of Over-the-Counter prices listing various stocks with columns for High, Low, and Change.

Advertisement for 'Have your F.T. hand delivered in Germany' with contact information for Frankfurt.

Advertisement for 'Have your F.T. hand delivered in Switzerland' with contact information for Geneva.

AMERICA

Unease over interest rates continues to hit trading

Wall Street

TRADING in US financial markets was subdued again yesterday amid unease about international interest rate policy, writes Janet Bush in New York. At 2pm, the Dow Jones Industrial Average stood 2.22 lower at 2,081.61 after a fall of more than 20 points on Monday. Volume remained low with about 86m shares having been traded by mid-session.

summer price figures for May had little impact. The rise in the consumer price index in May was 0.3 per cent, somewhat less than the consensus of forecasts which had looked for a 0.4 per cent rise. Nevertheless, over the past three months, as economists at Griggs & Santow note, prices of food and energy have risen by an average of 0.4 per cent or an annual rate of 4.8 per cent. Another cloud hanging over financial markets is the terrible state of the savings and loans industry. News of the scale of the difficulties has only seeped out gradually and the problem does not appear to have started having a direct negative effect on markets. However, it is another factor adding to uncertainty. US press reports said that the Federal Home Loan Bank Board would announce that the industry had lost more than \$8bn in the first three months of this year. The one bright spot for markets has been the steady performance of the dollar which was quoted at Y126.25 and DM175.43 at mid-session yesterday.

Banca Commerciale Italiana might sweeten its offer to take control of Irving. Irving rose 3/4 to 87 1/2 and Bank of New York added 3/4 to 83 3/4. Visual Graphics rose 3/4 to 111 1/4 on the American Stock Exchange after the company said it was in preliminary talks with an unnamed suitor about a possible \$1.3 a share offer. Also on the Amex, Vanguard Technologies surged 3/4 to 118 1/4 after the company said it was in talks with a company listed on the New York Stock Exchange about a possible takeover bid. Gillette added 3/4 to 37 3/4. The company said that Kohberg, Kravis, Roberts and Forstman Little had both proposed buying large stakes in the company to help it fend off any takeover attempt by Consist partners, which recently lost a proxy fight for board seats. Texaco was unchanged at 46 1/4 as the volume continued to be counted in the proxy fight with investor Mr Carl Icahn.

Canada

GAINS in energy stocks and base metals issues helped push Toronto stocks higher in moderate trading, with the composite index up 11.6 to 3,406.9, after rising by 16 points in early trading. Polyar Energy was the most actively traded stock, unchanged at C\$19 1/4. Dome Petroleum firm 1 cent to C\$1.38.

ASIA

Fears fuel sharp falls for second straight session

Tokyo

WORRIES about the likelihood of higher interest rates in West Germany lingered in Tokyo yesterday and share prices fell sharply for the second day running, writes Shigeo Nishizaki of Jiji Press. The Nikkei average ended 213.46 lower at 27,925.57, its high for the day was 28,108.14 against a low of 27,915.16 and volume totalled 1.77bn shares compared with Monday's 1.2bn shares. Declines led advances by 541 to 373, with 150 issues unchanged. A wait-and-see attitude became increasingly dominant because of continued concern over an interest rate rise in West Germany. Large-capital steels and ship-buildings, which had led bullish market activity in recent weeks, came under heavy profit-taking pressure. With such issues losing popularity, demand shifted to small- and medium-sized steels. Nishin Steel topped the active list with 61.7m shares traded, rising 70 to Y850. Yodogawa Steel works jumped Y100 to Y1,300, Tokyo Steel Y30 to Y4,500 and Pacific Metals Y32 to Y222. Among the giant capitals, Kawasaki Steel, the second busiest issue with 60m shares traded, ended just Y1 higher at Y577. Nippon Steel, the third most active stock with 57m shares changing hands, fell 77 to Y5,400. Sumitomo Metal Industries finished Y2 higher at Y514, while Mitsubishi Heavy Industries dipped Y6 to Y830 and Sumitomo Chemical Y20 to Y1,130. Some foods continued to attract strong buying interest, helped by soaring soybean prices on the international commodity markets. Showa Sangyo added Y21 to Y836 and Nihon Nossan Kogyo Y39 to Y818. Reports from

Nissin Food Products that it has developed an antibody for AIDS boosted the share by Y230 to Y4,580. But high-technology stocks dropped on a wide front. NEC Manufacturing slumped 8 1/2 to \$55 1/2 after news that it had accepted a takeover offer of \$56 a share by Tomkins of Britain, which bettered an earlier offer of \$52 a share by Sweden's Electrolux. Bank of New York and Irving Bank shares were again in focus on renewed speculation that

Australia

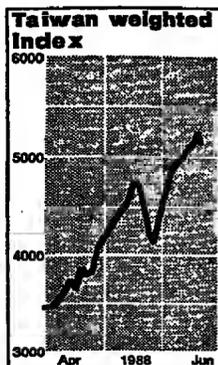
PROFIT-TAKING reduced most of the day's gains and the All Ordinaries index closed 16.2 lower at 1,602.0, after rising for the four previous sessions. Resources led the way down because of easier commodity prices and CRA lost 30 cents to A\$9.20, while MIM fell 6 cents to A\$2.02. The overnight fall in the bullion price took gold stock Reliance Goldfields' 20 cents to A\$9.70, Flacer Pacific 8 cents to A\$2.55 and Kidston 5 cents to A\$4.35.

Hong Kong

INTEREST rate fears and the overnight slide on Wall Street took equities lower, with the Hang Seng index falling 35.41, or 1.3 per cent, to 2,683.65. Trading remained active, however, with turnover worth HK\$1.34bn, after HK\$1.75bn on Monday. Tomet Industries started trading yesterday and rose to HK\$1.51, leading the active list. There were also large orders for Ka Wah Bank, which is controlled by China International Trust and Investment, rising 2 cents to HK\$1.02. Wharf, due to hold a news conference after the market's close to announce an overseas acquisition, was steady at HK\$7.65.

Singapore

THE weaker overnight close on Wall Street and poorer finishes in other markets in the region wiped out early gains in Singapore and equities ended lower on a broad front. The Straits Times industrial index fell 14.2 to 1,058.07.



Champagne corks fly as Taiwan stocks soar

By Bob King in Taipei

CHAMPAGNE corks hit the ceiling, drove the index up, and sent a hailstorm of shares soaring on June 9 as the Taiwan stock index broke yet another record and coasted through the 5,000 mark for the first time in its 26-year history to close at 5,070.18. Now, almost two weeks later, the euphoria continues as the index maintains its rise - though in fits and starts - and analysts predict that the market will stay bullish through the rest of the year. The Taiwan stock index closed yesterday at 5,167.87, continuing a small correction after reaching a high of 5,264.55 late last week. Jitters, bargain-hunting, and profit-taking aside, though, sufficient support probably exists to carry the market upwards well throughout the summer, say analysts. Much of the support is the fact that which has buoyed the market since the beginning of the year. Simply put, most of Taiwan's major economic and political anxieties are out of the way, significant and positive changes are coming, and the entry of new stock-broking firms and listed companies will probably draw more investors into equities. The market continues to outperform, in terms of daily turnover and capitalisation, its fellow exchanges in Hong Kong and Singapore. The index now stands at 2.2 times the level of 2,340 at the end of last year. Excess liquidity, as well as investor confidence and enhanced company prospects, continue to drive the market. A series of recent defaults by underground investment houses, which had over the past year or so absorbed more than US\$300m of idle capital by offering interest rates of as much as 60 per cent annually, have also forced investors to put their money into shares. Taiwanese equity investors remain somewhat limited in their choice: of the 141 listed stocks, about 130 are actively traded, and with excess liquidity chasing stocks, a limited number of stocks, prices are inevitably forced upward. Other potent forces are also at work, and conditions boosting investor confidence have in fact never been better over the past four decades. The Government recently estimated, for instance, that real GNP growth for the year will probably exceed the targeted 7 per cent. Furthermore, key political, economic, and social reforms proposed by the Government are increasingly likely to be achieved as the country approaches the 13th national congress of the ruling Nationalist Party.

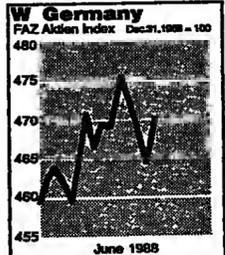
EUROPE

Bundesbank action cheers Frankfurt

THE EXPECTED rise in West German interest rates proved a boost rather than a dampener for share prices in Frankfurt yesterday, while elsewhere the trend was mixed amid a flurry of corporate developments, writes Our Markets Staff. FRANKFURT gained ground after a weak opening, helped by the confirmation that the Bundesbank was raising its repurchase rate to 3.50 per cent from 3.25 per cent. The announcement lifted the recent fall from the market and encouraged buying by both domestic and overseas investors, who had been holding back for interest rate news. There was some relief at the Bundesbank's decision to stick with a fixed rather than a variable rate tender system, one analyst said. The good response in the bond market to the rate rise also spurred buying, and the FAZ index climbed 5.37, or 1.2 per cent, to 470.05. Share prices continued their climb after the market closed. Turnover was estimated to be higher than Monday's DM3.5bn. Banks saw good demand, particularly from London, after recent underperformances. Deutsche Bank added DM8 to DM434, Dresdner DM5.50 to DM248.50 and Commerzbank DM4.50 to DM293.50. Retailer Karstadt, which announced a 5 per cent rise in five-month group sales, rose DM8 to DM908, but follow retailers Kaufhof and Herten lost DM8 and DM1 to DM388 and DM192 respectively. Bonds were fixed about 30 pfg higher, with the 6 1/2 per cent 1998 unit yielding 6.61 per cent after 6.85 per cent on Monday. PARIS ended little changed in moderate turnover, with most activity centring on situation stocks and option-linked shares. The market opened weakly, with the CAC General index showing agreed cash bid for Essex Water a 2.3 decline to 343.8, but sentiment improved somewhat and the EFX 50 share index finished at 340.36, up just 0.01. The end of the current monthly account was effectively moved forward a day to yesterday because the bourse unions plan another stoppage that is expected to disrupt activity today. The month-end coincided with the end of the three-monthly options account, so there was a fair amount of volume in underlying stocks such as Peugeot, up FF41 to FF114.7 and Thomson CSF, off FF2 to FF205. Cie du Midi lost ground, falling

London

DEMAND for international favourites such as ICI, Glaxo and Unilever provided a bit of excitement in an otherwise boring market, with investors keeping an eye on the direction of interest rates. The FT-SE 100 index climbed 18.1 to 1,860.1. Turnover reached 380m shares but focused on only a few sectors. generally higher and active trading in speculative stocks and issues that went ex-dividend yesterday. The cash market index rose 0.35 points to 4,327.77 and the 3-month market index added 17.29 to 4,919.77. The rise in the West German repurchase rate had little impact, but news of buoyant Belgian tax revenues added to the positive mood. Among stocks paying out a dividend, GB-Inno, the retailer, added BF2 to BF1,324, chemical stock Solvay shed BF175 to BF13,125 and UCB was off BF20 at BF4,900. Market leader Petrofina, which has been at the centre of takeover speculation, added BF50 to BF12,625 after easing slightly on Monday. Rumours suggest that Elf Aquitaine or Total CPP of France may be buying the stock. The share price of Societe Generale de Belgique showed little reaction to yesterday's annual general meeting. Generale ended BF45 to BF1,555. Sofina, the financial holding company, dropped BF450 to BF13,000 after Friday's announcement that Generale was selling its 25 per cent stake in it to Union Financiere Boel, the other main shareholder. Steelmakers continued to benefit from the pick-up in commodity prices and the improvement in their earnings outlook: Clabecq added BF120 to BF1,900 and Cockerill rose BF2 to BF1,246. The utilities did well, with Tractebel continuing to draw demand in advance of its rights issue. It added BF10 to BF1,930. MILAN took some cheer from news of the preliminary agreement between Mr De Benedetti and rival shareholders in Bel-



months - even if the fight for control of Midi is far from over. Ceras, the Paris-quoted holding company of Mr Carlo De Benedetti, the Italian financier, leaped FF40.90, or 9 per cent, to FF479.90 after rival Cie Financiere de Suez said it was sure of reaching an agreement with the Italian financier over the future of target company Societe Generale de Belgique. Suez was up FF4 to FF1246. Lyonnaise des Eaux, the water supply company, was off FF28 at FF1,316 after announcing an agreed cash bid for Essex Water a 2.3 decline to 343.8, but sentiment improved somewhat and the EFX 50 share index finished at 340.36, up just 0.01. The end of the current monthly account was effectively moved forward a day to yesterday because the bourse unions plan another stoppage that is expected to disrupt activity today. The month-end coincided with the end of the three-monthly options account, so there was a fair amount of volume in underlying stocks such as Peugeot, up FF41 to FF114.7 and Thomson CSF, off FF2 to FF205. Cie du Midi lost ground, falling

SOUTH AFRICA

GOLD SHARES responded only mildly to a slightly weaker bullion price, helped by a fall in the financial rand. Trading was thin and uncertain as dealers adopted a wait-and-see approach to the conclusions of the summit of leading industrial nations in Toronto.

Zurich

The MIB index edged up 2 to 1,087 in lower volumes than the 1,150bn worth of shares seen on recent days. Losses on Wall Street and in Tokyo hit sentiment and helped keep a rein on share price rises. Carmaker Fiat, which confirmed that it was in talks with state industrial group IRI about an industrial accord, rose L70 to L8,240. It said, however, that the agreement was not imminent, contrary to local press reports. ZURICH rose over the session to close slightly higher. In foods, Nestle's bearers fell SF5 to SF6,670 after the company announced it was extending its takeover bid for Rowntree, the British confectionery maker, in July 4. Bearer shares of J. S. Sachdev, Nestle's rival in the takeover battle, closed unchanged at SF7,700. Among department stores, Glonus bearers matched a part of their recent losses to close SF70 higher at SF1,650. AMSTERDAM was helped by the former dollar, fixed at F1.978 against Monday's F1.974, and finished higher amid caution pending the release of the US consumer price index for last month. When the news was released in the afternoon, showing a rise of 0.3 per cent in the US index, there was little reaction from investors, however, and the CBE all-share index ended the day up 0.8 at 892. MADRID saw profit-taking in the wake of declines on Wall Street and in Tokyo, with chemicals and banks leading falls. The general index lost 1.64 to 286.22. Food and consumer stocks moved against the trend, with Tabacalera up 10 percentage points at 1,100. Motor Iberica fell a sharp 13 to 381 on heavy profit-taking after its recent strong run. STOCKHOLM was listless, with many investors away for the midsummer holiday, and the ASEA-vindex index fell 0.7 to 855.0. Electrolux, which said it was withdrawing its tender for Murray Ohio, a US maker of lawnmowers and bicycles, closed unchanged at SKR266. Nobel Industries fell SKR2 to SKR205. Four former directors of its weapons manufacturing subsidiary Bofors were formally charged with smuggling millions of dollars worth of arms to black-listed countries.

BANQUE GENERALE DU LUXEMBOURG RESULTS THAT SPEAK FOR THEMSELVES

Table with 4 columns: Millions of francs, 1985, 1986, 1987. Rows include Balance sheet total, Total customers' deposits, Due to banks, Loans and advances, Own funds and provisions, Cash-flow (gross), Net profit for the financial year, Dividends.

Banque Générale du Luxembourg. Text describing the bank's services, expansion, and contact information. Includes address: Head office: 27, Avenue Monnaie - L-2951 Luxembourg.

FT - ACTUARIES WORLD INDICES. Table with 10 columns: NATIONAL AND REGIONAL MARKETS, US Dollar Index, Day's Change, Pound Sterling Index, Gross Yield, US Dollar Index, Pound Sterling Index, Local Currency Index, 1988 High, 1988 Low, Year ago (approx).

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SECTION III
FINANCIAL TIMES
SURVEY



Attempts to achieve financial discipline continue to founder on the inability of the constituent republics to

unite in the face of increasing social tensions. And the current economic crisis has produced only the usual crop of good intentions, writes

Margaret van Hattem.

Not waving but drowning

"I HAVE seen the future and it doesn't work," Mikhail Gorbachev no doubt confided, on his return home from Yugoslavia last year, to his second-in-command, Yegor Ligachev.

The Yugoslavs have restructured, decentralised, democratised, marketised, espoused all the theories that the more influential Soviet economists have persuaded their leaders to endorse. And yet their economy has gone from bad to catastrophic to worse.

After Tito's break with Stalin 40 years ago, Yugoslavia abandoned the rigid central planning of the Stalinist command economy, and devolved decision-making to enterprise managers and workers' councils. By the 1980s, the situation had started to get out of hand. Workers were awarding themselves higher wages than their enterprises could afford, and enterprise managers, desperate to secure scarce financial resources, were recklessly outbidding each other, offering higher interest rates than they could afford.

The solution, it was felt, was to allow supply and demand to determine interest rates, wages,

commodity prices and production levels. Hence the birth of "market socialism". Yugoslavia's unique contribution to socialist economic development.

But as Jan Mikardó, that stalwart of the socialist wing of the British Labour party, once observed, "market socialism is lecherous virginity." The Yugoslavs have yet to find a way of making it work.

Their problems were initially compounded by the fact that, in trying to separate the functions of the party and the state, they had, in effect, eight parties and eight states to contend with; so that any attempt to democratise the highly undemocratic structures of democratic centralism, which were their starting point, was doomed to end in a chaotic constitutional tangle.

Is the Soviet Union heading down the same path? The Soviet state is not an artificial creation in quite the sense that the Yugoslav state is.

Even before the relatively recent emergence of Moscow as the capital of a large empire, the pattern of tightly-centralised Russian dominance over Ukrainians, Byelorussians, Georgians, Arme-



Prime Minister Branko Mikulic delivers the account of his government's first two years to the Federal Parliament. The Yugoslavs have yet to find a way of making "market socialism" work in a country with a complicated constitution

Yugoslavia

nians, Baltic, Central Asian and other nationalities was well established - to a degree that the Serbs have never achieved in relation to the Croats, Slovenes, Bosnians, Albanians, Hercegovians, Montenegrins and Macedonians.

In fact, fear of Serb dominance may yet turn out to be a potentially stabilising factor in Yugoslavia, if it is channelled and exploited to provide a catalyst for the sort of horse-trading and formation of working alliances between the separate republics that have been conspicuous mainly by their absence in post-war Yugoslavia; and that could at least provide a steering mechanism for a democratic decision-making process.

Yugoslavia has been on automatic pilot ever since Tito died, and seems incapable of schooling leaders who can drive the machine he constructed and bequeathed.

If Mr Gorbachev truly believes that democracy is an essential prerequisite for economic reform, Yugoslavia provided an object lesson to the rest of the Eastern bloc in how not to go about it.

The recent struggles of

Armenia, Estonia and Kazak nationalism to assert themselves within the USSR should be sufficient warning that Soviet attempts to devolve, decentralise, democratise and clean out corruption will have to be more clearly thought out and carefully controlled than has been apparent so far, if the Soviet Union is to avoid the ineffectual over-bureaucratised and uncontrolled administrative mess that the Yugoslavs have constructed for themselves.

This is the nightmare that has haunted conservatives in the Soviet Communist party ever since the 1950s, when they regarded as Khrushchev's "harebrained" schemes for reforming and relaxing the rigid Stalinist system so terrified them that they saw no option but to get rid of him.

Party leaders in Slovenia and Croatia, who include some of the more open-minded and less ideologically hidebound in the Federation, may well have felt more than a smaking sympathy for those Soviet conservatives last month, when they instructed their representatives in the Federal Assembly to push for a vote

of co-confidence in the Prime Minister, Mr Branko Mikulic, and his government.

It was not Mr Mikulic's reform programme, drawn up with a good deal of arm-twisting from the International Monetary Fund, in which they lacked confidence, but rather his ability to implement it more effectively than its many predecessor reform packages, which have come and gone without visible impact on the deteriorating economy.

Inflation is now heading, according to each of the four or five official yardsticks, for its second century; foreign debt is estimated at more than \$20bn; there is record unemployment, and a shortage of the newly-devalued dinar, now trading at roughly one third of its value a year ago.

So Mr Mikulic appeared before both chambers of the Federal Parliament to give an account of his government's first two years, and its failures.

This was a curiously flat occasion, with little sense of a government fighting for its life. Mr Mikulic addressed the half-empty semi-circles of seats, plunging stolidly through his 90 minutes of prepared text, which was circu-

lated to and impassively followed by the seated representatives.

Until they broke into polite applause at the end, the only sign of life came from the photographers and camera crews weaving ant-like across the floor.

Mr Mikulic's performance was that of a man not waving but drowning. There was nothing wrong with his government's policies, he insisted. They had, after all, the unanimous approval of the eight regional assemblies.

"But I cannot impose them," he cried. "Do you really think that a change of government alone will change anything?" He was, he confessed, more afraid of what would happen if the vote supported the Government than if it brought the Government down.

In the end, the delegates appear to have seen the logic of this and voted 125 to 64 against putting the confidence motion in the 220-member federal chamber, and 64 to 23 against in the 88-delegate chamber of republics and provinces.

The vote gave way to a lively and outspoken debate, shown on Belgrade television a few hours later, in which most of the 23

KEY FACTS

Population	23.27m (1986)
Area	256,000sq km
GNP per capita	\$2,842 (1986)
GDP	\$66.14bn (1986)

TRADE	
Exports	\$12.8bn (1987)
Imports	\$13.1bn (1987)
Current account balance	+\$1.1bn (1986)

STRUCTURE OF MERCHANDISE (Exports) 1987:	
Primary commodities	\$1.7bn (13.1%)
Chemicals	\$1.3bn (10.0%)
Mineral fuels & lubricants	\$0.3bn (1.9%)
Manufactured products	\$9.5bn (69.0%)

STRUCTURE OF MERCHANDISE (Imports) 1987:	
Primary commodities	\$2.0bn (15.0%)
Chemicals	\$2.1bn (16.0%)
Mineral fuels & lubricants	\$2.4bn (18.1%)
(Crude petroleum \$1.5bn)	
Manufactured products	\$6.6bn (50.7%)

Debt service as percentage of GNP	10% (1987)
Annual growth rate	3.6% (1986)
Annual rate of inflation	88% (1986); 121% (1987)

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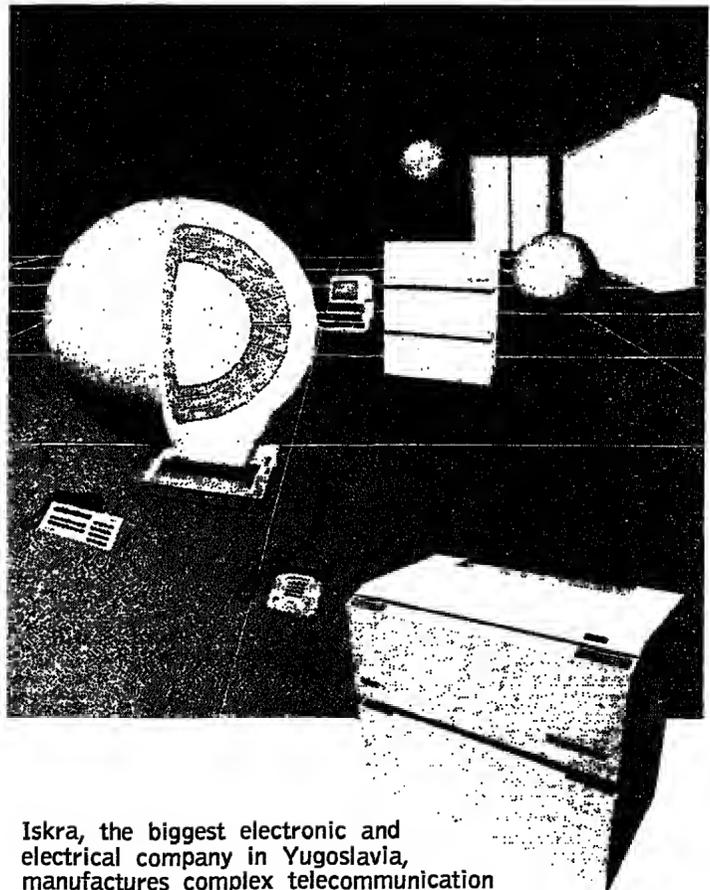
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YUGOSLAVIA 2

Economic danger is hardly noticed in the street

A crisis in the sun

HOW DOES the ordinary school teacher, doctor, civil servant, organise their day-to-day life, pay bills, plan the household budget or take a holiday, when inflation is nudging 200 per cent a year? "It's easy," says a Belgrade housewife, married to a lawyer. "You put everything immediately into your foreign currency account. Everyone has one."

"No, of course, it's not legal. But the banks ask no questions, and the authorities turn a blind eye. They are all doing it, too."

An awareness that Yugoslavia's continuing economic crisis is threatening the Federation's political stability seems to be confined to the chattering classes: the media, the academics, the foreign diplomats, and the politicians who are calling for each other's heads to roll.

Certainly there is little sign of panic in the federal capital, where shoppers and office workers weave their way through traffic jams and cars parked on pavements, to sit in the sun and take their first coffee of the day as they browse through the proclamations of doom and disaster in the morning's press, or retreat into the private world of their personal stereos.

Last month, only days before the Government's price and wages freeze was due to end,

attempts to control the money supply.

The substantial earnings of workers abroad, especially in West Germany and largely held in Deutsche Marks, similarly obstruct efforts to control domestic demand.

There is little real argument within Yugoslavia over the need to accept the conditions attached to the International Monetary Fund's latest \$1.4bn standby credit arrangement. These, the so-called "three liberalisations" - of import controls, of prices and of foreign exchange controls - should facilitate the export-led

under them, but cling tightly to their regional political prerogatives rather than throw their political weight behind implementation of reform measures.

With inflation heading towards 200 per cent, foreign debt at more than \$20bn, growth slackening, unemployment and strikes reaching record levels, Mr Mikulic no longer claims that he has the answers, nor that the four economic programmes he has introduced since February 1987 have had any appreciable impact.

His own assessment of his government's first half-term records 242 sessions of government, with

Price increases and cost of living (%) April 1988

	April 88/ March 88	April 88/ April 87	Q1 1988/ Q1 1987	April 88/ April 87
Factory-gate prices	2.6	132.4	140.3	16.2
Retail prices	6.6	152.0	146.0	24.0
Cost of living	7.7	159.7	158.0	24.5

Source: Federal Office of Statistics

recovery for which the Yugoslavs and their long-suffering foreign creditors are hoping.

The programme also includes a commitment to reduce inflation to a target rate of 90-95 per cent by the end of this year. And few challenge the near-universal demand for greater scope for market forces and competition.

Though if this sounds like a neo-Darwinian rush back to the principles of natural selection and survival of the fittest in the capitalist jungle, few have followed the arguments, which they so cheerfully parrot, to their logical conclusion.

So when Prime Minister Branko Mikulic, fighting off a vote of no-confidence in the Federal Parliament last month, floated proposals for a major expansion of the capital base of industry - with widespread share ownership and establishment of a stock exchange where equities could be freely traded - approving murmurs were heard from the more prosperous, competitive Croats and Slovenes, while the more easy-going Bosnians and Macedonians blanched at the very mention of the words "stock exchange."

Yet the challenges and criticisms that have dogged Mikulic's administration from the start have come mainly from the Slovenes and Croats, who support the logic of his successive reform programmes and would benefit

5,349 points on the agenda, enactment of 216 laws, 970 decisions, 216 decrees, 752 "solutions" - all of which resulted in a 308 per cent rise in prices, and a 242 per cent drop in the value of the dinar against the Deutsche Mark.

Rounding on his critics three months ago, Mikulic railed against the futility of trying to create a unified market in a country with eight taxation systems, and eight systems of national banks, income distribution and earnings.

Introduction of his Government's latest reform programme was delayed when doubts within the Bank for International Settlements, over the Federal Government's ability to survive the Croat-Slovene challenge, caused it to withhold \$210m of the \$300m credit needed to activate the programme, pending the outcome of the confidence vote.

The point most baffling to outside observers is the unwillingness of the usually rational, competitive businesslike northerners - who could no doubt forge ahead within any constitutional framework - to work the present arrangements to their best advantage.

What is so precious to them that they risk sabotaging the entire Yugoslav economy in order to protect it?

Externally, the increase in prices of non-ferrous metals and ferro-alloys helps Yugoslav producers, as do relatively cheap crude oil and other energy. Thus Yugoslavia would benefit from a continuation of present trends in world markets.

In the last couple of years there have been comparatively wide shifts in the regional composition of Yugoslav trade, mainly by reduction of the share conducted with developing and socialist countries. Two main factors have contributed to this.

First, the debt of many less developed countries and the war in the Gulf have reduced those countries' imports.

Second, socialist countries, and the Soviet Union in particular,

Margaret Van Hattem

Trade
Exports bring trade surplus

YUGOSLAVIA'S export performance remains one of the few bright spots in the economic picture.

In the first four months of this year, total exports increased by more than a quarter compared with the same period of 1987, and hard currency exports rose by almost 50 per cent, of which some 37 per cent was to industrialised countries.

Coinciding with a levelling off of imports, this produced a trade surplus of \$140m, a surplus of \$162m with hard-currency countries, and a surplus of \$118m with industrialised countries, where most of Yugoslavia's foreign debt is concentrated.

However, the trend is not expected to last. Trade in visibles is likely to run at a \$1,850m deficit for 1988 (\$1,088m last year), and the current balance is likely to show a surplus of only \$400m (\$1,037).

But with imports expected to rise this year, the trade deficit could reach \$1bn, while the payments surplus has been estimated as high as \$1.3bn.

These surprisingly optimistic projections stem from the Government's efforts to restrict domestic demand, and its recent devaluation of the dinar. The aim is to stimulate production for export, boost exports and restrict imports, though not enough to block necessary inputs for manufacturing.

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First, the debt of many less developed countries and the war in the Gulf have reduced those countries' imports.

Second, socialist countries, and the Soviet Union in particular,

have been facing a shortage of foreign exchange, due to the fall of oil, gas and other energy and raw material prices, and have reduced their imports.

Yugoslavia has accumulated large surpluses in its trade with those countries. The surplus with the Soviet Union alone exceeds \$1.4 bn. Its claims from some less developed countries and a number of African countries amount to about \$2bn.

Efforts are being made to collect dues, which would also help Yugoslavia to service its own debt, but so far results have been modest.

While the value of Soviet exports to Yugoslavia has been falling, the volume has remained the same, or increased. Thus the two countries have been faced with the dilemma of whether to modify the five-year plan, which would mean reducing Yugoslav exports, or to stick to it, which would require Yugoslav firms to buy more in the Soviet Union. The trouble is that they cannot find sufficient goods at the right price and of the right quality.

One possibility that has been mentioned is the conversion of part of the Soviet deficit into a Yugoslav credit, while increasing deliveries of Soviet goods. Whether that includes armaments is not clear, though the Yugoslav Air Force did recently display 29 newly-acquired Mig aircraft. The Soviet side has also offered to build the Belgrade Underground, but the idea is likely to be reluctantly rejected. Even if the idea were approved by federal authorities, Belgrade hasn't enough money.

Another shift to be made this year is the reduction in various forms of barter and countertrade, which, due to the severe shortage of foreign exchange, had been blossoming in recent years. While that has contributed to statistically larger exports, it has also reduced foreign exchange inflows.

Aleksandar Labl

Exports and Imports: January-April (\$m)

	1987	1988
EXPORTS		
Total	3,108	3,893
Developed countries	1,544	2,111
Developing	481	565
Socialist	1,098	1,217
East European	1,050	1,190
Other Socialist	48	27
Hard currency	2,281	2,855
East European	245	282
Other	2,036	2,894
Clearing	822	937
East European	809	834
Other	13	2
IMPORTS		
Total	3,768	3,753
Developed countries	2,121	2,067
Developing	550	602
Socialist	1,097	1,064
East European	1,070	1,026
Other Socialist	27	25
Hard currency	2,813	2,794
East European	280	272
Other	2,532	2,522
Clearing	955	959
East European	949	954
Other	6	4

Source: Federal Office of Statistics



Industry
Output under pressure

HAVING emerged from a period of stagnation, industry has started to decline.

Last year, total output was only 1 per cent above that for 1986. First signs of weakness appeared in the autumn, and continued into the first four months of 1988, when industrial production fell 1.7 per cent below the 1987 period.

April output was 4.3 per cent below that of April 1987, and 8.6 per cent below that of March.

With interest rates approaching or exceeding inflation, and compulsory revaluation of inventories, many companies have been offloading old stock at much reduced prices and adjusting their output to demand.

Many enterprise managers and policymakers now believe that the emphasis of the past 20 years on raw materials was misguided, and that it has contributed to the neglect of foreign exchange earners such as tourism and transport.

State support for the shipbuilding industry, which has been phased out in the most countries, has been maintained in the hope of continuing the successful trend of recent years, in spite of the worldwide shipbuilding crisis. Lloyd's Register lists Yugoslavia as the third largest world exporter, after South Korea and Japan.

Order books of the six large Yugoslav maritime shipyards that make up the Jadranbord Association are virtually full until 1990. At the end of April this year their orders totalled 49 ships with 1,513,379dwt or 1,210,565kbt, worth some \$1bn.

All these ships, with the exception of five small vessels, were for foreign buyers, including two super-modern ferries for Finland,

the first of their kind to be built in Yugoslavia.

Shipyards are optimistic about the years after 1990, and expect to start getting orders soon. They hope that relaxation of import and foreign exchange regulations will ease their difficulties over imports of components or delays in payments to foreign suppliers.

The metal and chemical sectors may also benefit in these ways. But relaxation of import curbs will expose them to stronger foreign competition.

Heavy engineering in general performed badly last year. Except for shipbuilding, in which output rose 15 per cent over 1986, and infrastructure and rolling stock (up 4 per cent), the rest declined: metal processing (by 3 per cent), machine building (by 2 per cent), manufacturing of electric machines and apparatus (by 2 per cent). A similar pattern has continued this year.

Manufacturing industry plays a major role in the country's economy, which has a weak service sector. Plans to streamline and modernise it are all that Yugoslavia has to show in the way of reform. Economic changes, to be introduced shortly, aim to achieve just that, among other objectives. But how thoroughly and rapidly it will happen remains to be seen.

The six big shipyards have full order books

and are also optimistic about settlement of debts by assorted Yugoslav agencies.

Alexander Labl

The substantial earnings of workers abroad also obstruct efforts to control domestic demand

amid mounting rumours of an imminent dinar devaluation of up to 60 per cent (in the end it was 24 per cent), the weeks of speculation about a stampede of panic buying reached their climax.

But the shops remained well stocked. And the predicted borders of pedestrians, staggering under armfuls of consumer durables, loading their double-parked cars with white goods, failed to materialise. One can only conclude that the Yugoslav economy, like the centre of political power, is elsewhere.

Yugoslavs have one of the highest private savings ratios in the world, with significant cash deposits held in banks at home and abroad, well beyond the Government's reach and hence a major complication in its

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مركز استشارات

YUGOSLAVIA 3

The country's deep divisions are growing more visible

Political compromise harder

YUGOSLAVIA'S politicians are falling steadily into waters that have never been charted. Unprecedented events, with correspondingly unpredictable consequences, are becoming an almost daily routine.

As the country staggers through its debt crisis, the deep, interlocking divisions (old ethnic and religious ones, as well as newer ones based on economic interests and the generation gap) are growing more visible.

Inevitably, the dire state of public finances and the manifest failures of an entire economic system are forcing Yugoslavs to rethink the terms which the republics and two provinces sullenly co-exist.

That may sound like a healthy process, given the paralysis of policy which often seems to result from the present decentralised system. But the economic crisis, because it affects different regions in different ways, is also sharpening Yugoslavia's internal contradictions and making compromise harder.

The latest untoward occurrence is the emergence into open verbal war of tension between federal authorities, including the army, and the Communist party of Slovenia.

The official youth movement of that prosperous republic has long been a standard-bearer of cheeky, free-wheeling ideas. Its anti-militarist, environmentalist line has prompted comparisons with West Germany's Greens. It has mooted the idea of a multi-party state.

Things came to a head after the Slovenian youth newspaper, *Mladina*, had accused the Army of preparing to crush liberalism in the republic through mass arrests. After a stream of angry denials from Belgrade, the Army did detain several youth activists and a military officer, on suspicion of "betraying military secrets".

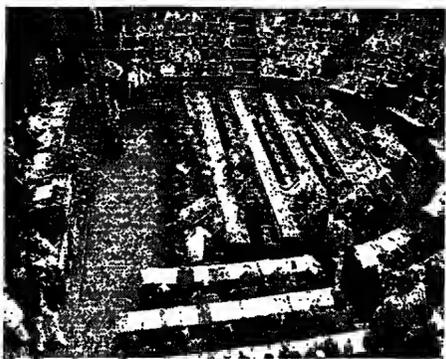
The growths of the republic (in the form of the party leadership) demanded an explanation for the arrests, calling them "an exception in judicial practice".

Expansions in political practice, meanwhile, have been two a penny in recent months.

One of them occurred in May, when Mr Branko Mikulic, the Prime Minister, underwent what should have been a routine parliamentary scrutiny on completing half of his four-year term.

The event took on an air of melodrama after two republics, Slovenia and Croatia, had told their representatives in the Belgrade assembly to propose a motion of no confidence, on grounds of Mr Mikulic's failure to manage the economy.

This had never happened to a Yugoslav premier before. It was muttered: Whatever the outcome, the reputation of Mr Mikulic had



The Yugoslav parliament in session

suffered an irreversible blow, said persons with the thankless task of analysing Yugoslav politics.

As it turned out, legislators decided not to debate the no-confidence motion, and Mr Mikulic cut as convincing a figure as he could, full of determination to administer painful economic medicine. But there is no reason to think that the Prime Minister's detractors think any better of him, or that his position over the longer term is secure.

There was another unusual occurrence at a national conference of the Communist party three weeks ago. Amid much talk of corruption in unspecified quarters, a senior delegate did something very rude: he pointed a finger.

Mr Zvonimir Hrbar, head of the trade unions, called for an investigation into the holiday homes of senior politicians including the party's "predecessor president." Nobody needed reminding that the man's name is Mr Milanko Renovica.

There were also calls from a minority of delegates for an immediate, emergency party congress, empowered to make sweeping changes in the leadership.

Mr Slobodan Milosevic, the powerful Serbian party leader, was only slightly less menacing. He said he would favour an emergency congress in the autumn if economic reforms were not on track by then.

Interesting as it may be to experts who can decode the jargon, Yugoslavia's political debate has up to now had a surreal quality, with saffres loudly rattled, but not yet drawn.

The best explanation is that before any prizes can be fought over, there have to be prizes. And for the moment, posts in a weak federal executive hold little attraction for the ambitious.

widely accused of disastrous meddling in economic life.

Such changes, if successfully implemented, would strike at the very roots of the Yugoslav system. There can scarcely be a more interested group that would not be profoundly affected.

No wonder, then, that political debate is intensifying. These are some of the recurring themes:

■ Non-Serbs fear that greater federal power will simply mean greater power for Serbia, the most populous republic, and for Mr Milosevic, whom some see as an authoritarian nationalist.

■ Slovenia and Croatia, as exporting regions with relatively healthy enterprises, favour economic reform, as does Mr Milosevic. But Slovenia is particularly fearful of Serbian political influence.

■ The prosperous north is wary of writing off the south as blank cheques in economic aid to the south, being allowed to take over inefficient southern enterprises is one thing, say northerners, but throwing good money after bad is another.

■ Conversely, Macedonia wants to lock the more prosperous republics into providing aid which it now sees as more necessary than ever, if only to avert labour unrest.

■ The two autonomous provinces within Serbia (Kosovo, whose Albanian majority lives in chronic tension with local Serbs, and Vojvodina) want to preserve their independence from Serbia proper.

■ Throughout Yugoslavia, young people are disillusioned by what they see as graft and incompetence among older politicians, and increasingly disrespectful of the totems of Titism. In Bosnia, fighting between old-guard Muslim factions has been complicated by a youth-led reform drive.

The recent tensions in Slovenia, and an increasing number of strikes elsewhere, are harbingers of what could be a bitter power struggle between the country's interest groups.

Optimists say the debt crisis could force into existence a new "federal consciousness", a sense of national responsibility among politicians. If the coming struggle is to be kept within manageable bounds, they will need all the federal consciousness they can muster.

Bruce Clark

Judy Dempsey profiles three contrasting provincial leaders

Putting a very different stamp on the republics



Contrast in style: Slobodan Milosevic (above), Milan Kucan (centre) and Ante Markovic

IF THERE is one name on the tip of almost everybody's tongue in the Republic of Serbia, it is that of Slobodan Milosevic.

He is the base of the intellectuals and the inspiration of many economic reformers. He is loathed by the journalists but respected by the banking community.

He soothes the nationalist liberals who fear his apparent Serbian chauvinism. In the words of one Yugoslav journalist, he is "a political authoritarian but an economic pragmatist."

Milosevic, born in 1941, made his way up through the party apparatus via the running of a large enterprise in Belgrade. He was elected president of the Belgrade city League of Communists (LC) in 1984.

From there, he moved up to the central committee of the Serbian LC in 1985 and later to the presidency. In a bitter row with Mr Ivan Stambolic, a liberal and old colleague of Milosevic, he gained control of the Serbian party in late 1987.

Since then, he has cleaned out many of the republic's newspapers, ridding them of soft liberal political views. Some journalists now say that Milosevic is backpedalling somewhat on his anti-intellectual campaign, realising that support without professional journalists and intellectuals is a

recipe for a coherent opposition.

His authoritarian political views are being further tempered by the impressive report drawn up by a cross-section of the economics community which forms the Milosevic Commission. The report, unlike previous analysis, is succinct, well-written and a cogent presentation of the tasks and reforms facing the authorities if they want to come out of the present crisis in any reasonable shape.

If there's anyone who might just be strong enough to push through unpopular economic measures, which would mean reducing the power of the republics, it might be Milosevic. But alas, the individual republics do not relish a strong party leader whose power base is in Serbia.

The last thing they want is to see the rise of an ambitious politician at the helm of a "greater" Serbia.

of many liberal Yugoslavs. He has allowed the burgeoning of several radical bodies, from peace movements, greens organisations and movements for religious freedom, to Lilit (a women's club) and Magnus, the homosexual equality and extremely critical students' magazine. Kucan, however, seems unperturbed by such a pluralism of views. He once remarked that the existence of these views reflected a severe criticism of the party.

Born in 1941, he made his way up through the party by working for the Socialist Alliance of Working People (Sawp), the communist-backed broadly-based political movement. He was executive secretary of the Sawp in 1975, and after a stint in the republic's assembly became a member of the central committee and of the presidency of the League of Communists of Yugoslavia (LCY) in 1982.

Since 1986 he has been president of the Presidency of the Central Committee of the League of Communists of Slovenia; in other words, party leader. He seems reluctant to move farther afield. For him, Slovenia is worth strengthening and protecting against the more conservative party leaders in the other republics. But he is not afraid to speak out and criticise the other republics.

What Kucan has tolerated and achieved in Slovenia is the envy

of Ante Markovic can show that even an old partisan can have liberal views too. He was born in 1924, joined the partisans in 1941 and for the next 35 years worked in the Rade Koncar industrial works in Zagreb.

Fifteen of those years were actually spent as director of the large plant, where he built up enormous experience about how economies should be run.

For several years, Markovic has been pushing for market forces. Like his neighbour, Milan Kucan, he believes that the Yugoslav economy requires a decent dose of economic decentralisation and more private enterprises.

Within Croatia, he is called "a pragmatist when it comes to economic affairs, and somewhere between a pragmatist and a liberal when it comes to political affairs." He hasn't the support, for the moment, to create the kind of "socialist pluralism" favoured by Kucan, but his popularity in Croatia is high, and respect for him from other republics is increasing.

His influence and stature led him to be chosen as prime minister of the Republic of Croatia from 1982-1988. That same year, he was elected a member of the central committee of the LCY. Although Markovic does not run the party organisation in Croatia, his presence has a considerable moderating influence.

Drowning not waving

Continued from page 1

speakers were savagely critical of Mikulic but conceded that the system was to blame and that, given the constraints of the Federal Executive Council, he had probably done as well as anyone could.

This debate has been continued in the Yugoslav press, with Slovenian and Croatian papers predictably the most outspoken in calling on Mr Mikulic to resign. Further calls for his resignation have come from both the Federal president, Bosko Krunic, and the Serbian party president, Slobodan Milosevic.

If any spur is to be effective in making the southern Slav nations stand on their own feet and work out what price they are prepared to pay for being left unmolested to lotus-land, surely it must be something like the present economic crisis.

Yet, once again, the IMF has given the Yugoslav authorities a

breathing space to the form of a one-year stand-by credit arrangement - perhaps a vote of confidence in the Federal Government's ability to stay afloat for a few months more, but in reality perhaps closer to a vote of no-confidence in the willingness of regional party chiefs to take the hard options and untie federal hands.

So far the present crisis has produced only the usual crop of promises, good intentions, draft legislation and muffled threats by military persons unnamed, to move into the power vacuum at the centre.

For years, Yugoslavs have been calling for a more market-oriented economy with more competition. But their definition of competition does not appear to include the concept of winners and losers.

Southern Yugoslavia already suffers the highest unemployment levels in Europe. Its enter-

prises are likely to be the hardest hit by the promised relaxation of protectionist or import controls.

But neither the federal nor the regional authorities apparently expect these measures to be implemented effectively - for they have made no special provision for the estimated 14,000 or more about to be thrown on to the labour scrap heap if enterprises unable to survive in the market are allowed to go to the wall.

Like the doe-eyed gypsy waifs who squat on Belgrade pavements outside the more expensive shops and restaurants, the Yugoslavs appear to have developed a talent for trading on their helplessness.

And like those same ragged gypsies, who take up the same positions day after day, they appear to have curiously little to show for their not-insignificant pickings.

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YUGOSLAVIA 4

More than 500,000 Yugoslavs work abroad

Growing jobless face life in black economy

IN 1967, when unemployment was far from the minds of any of the East European countries and hardly an issue in the West, a young Yugoslav student published what amounted to a sarcastic but perceptive article in *Tribuna*, a student's paper.

He wrote: "It is true, as Marx said, that unemployment is a proof that a society is incompetent, but this goes not only for the incompetence of a capitalist society. For the time being, we are forced to send our unemployed to work in precisely those states which do not recognise the right to work. . . . We are sending them into capitalist slavery!"

"Surprisingly, we all gain from that: the worker, who earns more than at home; society, because the unemployment pressure is reduced; and the state, because of the improvement in the balance of payments. . . ."

This remark still rings true in Yugoslavia more than 20 years later. More than half a million Yugoslavs work abroad, but at home unemployment is increasing, graduates find it difficult to get a job, and bankrupt enterprises are being forced to lay off thousands of people.

The official unemployment figure is over 1.1m, of which over 800,000 are under the age of 30. Recent press reports state that the figure could be much higher if the authorities had the political courage to close down enterprises that have little prospect of ever covering their debts. One report

Unemployment ranges from 2 to 40 per cent

even suggested that 12.5 per cent of the Yugoslav workforce is "unnecessarily employed."

As is to be expected, unemployment varies from republic to republic. In the under-developed autonomous province of Kosovo, in the south, the rate is well over 40 per cent. In Slovenia, one of the more prosperous republics in the north, it hovers around 2 per cent; there, the unemployed manage to find work in the thriving black economy.

But those who have no chance to find shelter in the black economy have even less chance of receiving unemployment benefits. Under the present system, in spite of years of growing numbers of people without a job, no federal or uniform system exists in which the unemployed can at least have some cash benefits to carry them over until they find another job.

What happens then to them? If an enterprise goes bankrupt, the management and the workers' self-management councils can agree to give the redundant workforce a "minimum wage."

This is based on what similar enterprises in the region are paying laid-off employees. It is also up to the management to decide how long such wages can be paid.

This, however, is not the norm. An article in *Politika*, the Serbian daily, pointed out that "a financial compensation during unemployment is given only to 3 per cent of the people who are jobless."

Those, for instance, who have never had a job - which includes thousands of graduates and school-leavers - receive no benefits whatsoever. Instead, like the thousands of workers who are now without jobs, they receive free health insurance, have access to free medical care, and the pension contributions, for those who have lost their jobs, are financed by the individual republics.

"The unemployed receive benefits of a different kind," one Yugoslav economist explains. "All the fringe benefits are paid, such as free medical and dental care, but the unemployed do not receive a regular cash payment." Yugoslav economists admit that introducing an unemployment benefit scheme would place additional strain on the already fragile economy. Equally, they admit that the free-spending policies of the individual republics during the 1980s and 1970s have contributed to the growing unemployment.

During that time, the individual republics, rather than assess the market, built "prestige" industries, such as steel mills and refineries. Often, one republic simply duplicated schemes in others.

But the political intentions were clear for all to see. In return for expanding job opportunities and keeping the local small industries content, the party bosses in the republics built up important political power-bases.

The cost has been enormous for the economy. The large sums of capital, besides adding to waste and inefficiency in cases where the infrastructure was incapable of sustaining or supporting these "prestige" projects, The Yugoslav authorities - and particularly the unemployed - are now bearing the brunt of these misguided policies.

However, two solutions could stem the unemployment problem. The whole concept of ownership and private plots could be revised.

At the moment, large-scale private enterprises are still shunned by the ideological guardians of self-management. The Republic of Slovenia has long favoured a more relaxed attitude towards expanding the private sector. It has also suggested increasing the size of the ludicrously small private plots of 10-12 hectares, which are permitted under the current law.

Any agreement to change, let alone actual change in the legislation, would take months if not years.

The unemployed, meanwhile, have little option but to live off the generosity of their families, to emigrate, or else work in the ever-increasing black economy. Whichever route they choose, the prospects are not bright.

Judy Dempsey

Self-management

System bogged down in bureaucracy

"THERE'S dogmatism by the party and the state bodies. There are too many people talking and not implementing the decisions. There's too many people who dabble in management when they know nothing about it. It's a mess. . . ."

Such is the view of Mr Milim Tadic, a lively, outspoken official from the Minel company. His title says it all. He is the deputy chairman of the complex organisation of associated labour.

What he really has to do is keep the system of self-management ticking over. And under the present economic conditions, that means having enough money to pay the workers, making sure they don't go on strike, and keeping an eye on contracts with foreign companies.

Mr Tadic is critical of the system of self-management. "Not because it is a bad thing in itself, but because it is highly colourful. It's just that we are bogged down with bureaucracy and red tape."

"On top of it all, this economic crisis we are in doesn't really help the situation. We are told to practise self-management, but in reality we are not free to manage ourselves."

Minel is considered a successful Yugoslav company. It employs more than 13,000 people and has an annual turnover of \$250m. The company supplies equipment to the food and processing industry, as well as manufacturing equipment for bakeries, cold storage plants and batteries.

Hard currency sales account for 25 per cent of its turnover. But Mr Tadic feels that the company is hampered by two things: "We have no control over our own hard currency earnings, and second, we employ too many people."

If self-management really worked, then the workforce could actually have a say in how the hard currency earnings were invested in the company. But since the Government is hard-pressed for precious currency to repay the interest on its debts, Minel has to give to the state \$6 of every \$10 it earns.

"We can keep 40 per cent of our earnings, but even at that, we have to obtain the right to use



Crowds at the opening of McDonald's in central Belgrade

this money if we want to import goods from other Western countries. Restrictions of this kind have meant that Minel has found it difficult to meet some of its contracts. Since the company relies on importing certain components to manufacture its products, and since the endless bureaucracy and paperwork to grant the necessary hard currency takes ages, there are often delays in meeting the contract delivery dates on time.

"We either have to pay penalties or else come up with something like counter-trade," Mr Tadic says. His company has tried to get round the problem in the long term by opening a subsidiary company in Frankfurt, which means, in effect, that Minel can siphon off some of its foreign earnings into the company in West Germany rather than bring them back to Yugoslavia where they would be devoured by the state.

Mr Tadic knows that this weakens the principle of self-management. While the state continually professes the sanctity of the self-management system, it does not allow companies, particularly in the current economic crisis, to control their own financial destiny. Such is the price of living off foreign credit, says Mr Tadic philosophically.

But he is far from philosophical when it comes to running the company on a day-to-day level. Since it is split into 30 organisations of associated labour - in shorthand, branches - some of them are financially buoyant, while others are losing money. Mr Tadic reckons that in one of the branches at least 250 of the 1,000 employees could be made redundant.

"They are superfluous. They cost us over 3bn dinars a year in terms of salaries, pensions, social security and holidays. That's a lot of money. But we cannot make them redundant - not yet."

Under the Minel system, since the company as a whole is doing well, the more successful branches will use their profits - a word which is not used in the Yugoslav accounting system - to bail out the less profitable ones. Mr Tadic realises that this is a waste of resources, but the last thing he wants is a strike.

The key thing is that we continue to pay our employees' wages. Sure, the other branches help the loss-making ones. But what's the alternative? A strike?"

Other companies cope differently. The self-management system at the Smederevo steel works, on the River Danube on the outskirts of Belgrade, took a decision last year in which self-management was suspended.

The company needed the freedom to restructure the company without the interference of bureaucracy, and a self-management system which puts wages and salaries far above investments, productivity and the long-term future. This, in effect, is what self-management means to most workers.

For the management, however, it is a highly bureaucratic system, in which decision-making is supposedly meant to work from the bottom up, but, which, over

the years, has become bogged down in interference from the local communes, the equivalent of local councils.

The communes have an interest in keeping the enterprises open, because it is the enterprises that, to a large extent, finance the commune. Thus the manager is torn between meeting the workers' demands for higher wages in order to match the ever-rising inflation, and keeping costs down. The latter often means strikes. Under such conditions, self-management becomes a bureaucratic stranglehold.

There is one solution in sight. Assuming that the state will not abandon the principle of self-management, some managers now argue for strict demarcation lines between the actual management of the company and the shop-floor. This is what McDonald's, the American fast-food chain, has done.

Last March, McDonald's, under a joint venture arrangement with Genex, one of the largest Yugo-

slav trading companies, opened a branch in Belgrade, the first in an East European country.

After an initial problem, when 40 staff walked out, unable to take the pressure, it has proved to be a huge success. The staff is well-trained, well-paid, and works hard. There is a bonus scheme and prospects of promotion.

Mr Predrag Dostanic, the managing director, a laid-back Serb with a reputation for organisational and management skills, knows what he wants from McDonald's. "Hard work and profits," he says.

And what about self-management? Mr Dostanic shrugs his shoulders. "The management looks after the books, and the unions look after the workers. We meet regularly, but we know what role each of us has to play. . . ."

Judy Dempsey



Workers at the ITM factory near Belgrade cast their votes for the election of self-managing bodies.

Industrial relations

Strikes threat for government

IT MUST have been quite a sight. On May 25, more than 400 Bosnian miners from the Djurdjevik mine in Zivnice, Central Yugoslavia, trooped into the parliament in Belgrade, donned their helmets and declared: "We want the money we earned."

After meeting Mr Zvonimir Erbar, president of the Confederation of the Trade Unions of Yugoslavia, the miners marched across Marx and Engels Square in central Belgrade, carrying Yugoslav flags and a picture of the late President Tito whose enthusiastic borrowing led to many of the country's economic woes.

The miners had marched the 175km from their pits to Belgrade to protest against the new IMF-imposed economic policies of Mr Branko Mikulic, the Prime Minister. The demonstration suggests that Mr Mikulic's government will need more than a little luck in the coming months if it is to avoid a repetition of the wave of strikes that swept through Yugoslavia during the early months of 1987.

Those strikes were precipitated by wage cuts of up to 30 per cent, followed by a four-month wage freeze and the freezing of wages to productivity. This time, the

economic measures are even tougher.

The aim is to reduce inflation to 30-35 per cent. Wages will be frozen, or raised only slightly, while the freeze on prices will be lifted.

The economic package also involves a relaxation of import controls, abolition of the ban on retention of foreign exchange earnings, and a curb on bank lending.

But workers are uninterested in these details. They want an income indexed to inflation.

Many managers and officials doubt whether the workers will accept the package. Strikes are in the air but, unlike last year, the federal government has very little to offer the workforce in the short term.

"Work stoppages" - the term the Yugoslav authorities still prefer to "strikes" - are not strictly legal, nor are they banned. They are tolerated.

Over the years, there have been many such stoppages, but generally short, half a day or so, and confined to local grievances and issues. But last year's 1,685 strikes, involving 288,000 people, or 4.3 per cent of those employed

in the social sector, really shook the Government.

For one thing, they were on a national scale. For another, they lasted for several days in many of the enterprises. And, most important, the grievances were directed specifically against the Government's economic policies.

The authorities had little experience of dealing with this new strike profile, which clearly was more political in content than previous ones. The trade unions, which workers are expected to join, and which are under the umbrella of the Confederation of the Trade Unions of Yugoslavia, found themselves in a dilemma.

If they supported the strikes, then they risked the imminent closure of their enterprises, particularly if they were already making losses and if the management had no funds to pay the higher wages. But if the unions backed the authorities, they risked losing members.

Once again the unions face this dilemma. Recent Yugoslav press reports show that, over the past year, more than 500,000 workers have not paid their dues. The unions are losing revenue as well as credibility. Above all, the

whole mechanism of industrial relations is being undermined.

In normal circumstances, the local party organisation, along with the trade unions, intervenes or negotiates with the enterprise over strikes. But last year's strikes revealed such interventions as ineffectual. Prime Minister Mikulic was forced to re-think part of his economic austerity policy.

This time, the omens do not look good. The miners are not alone in their grievances. In the same week that the miners marched on parliament, transport workers went on strike in Tuzla, in the Republic of Bosnia and Herzegovina; and more than 550 textile workers walked out of their enterprise. The demands are the same. No one wants wage reductions, or wages that remain static, as the price freeze is lifted off many items.

But all Mr Mikulic has to offer is the hope that the new economic measures will benefit the country in the long term. His powers of persuasion may be fully tested over the next couple of months as the measures hit home.

J.D.

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Small bank take overs are being blocked by local power brokers

Banks still handicapped by political influence

WHEN IS a bank not a bank? Like so many of the country's institutions, banks in Yugoslavia do not quite correspond to their Western counterparts.

For one thing, they are owned and controlled by their depositors, be they enterprises or individuals.

In practice, it is the commercial depositors who wield influence over credit decisions. And given that most enterprises have a close, if informal, relationship with republican and local authorities, banks are no exception to the Yugoslav rule that business, despite its theoretical independence, falls under heavy (and often irresponsible) political influence.

The say of provincial politicians over credit decisions might be lessened if more big banks swallowed up smaller ones: for exactly that reason, it is widely alleged, local power-brokers often block such moves. Conveniently for the politicians, Yugoslav law (which allows subsidiaries to disown their parents) makes takeovers unattractive.

Allegations of an excessively cosy three-way relationship between enterprises, local banks and politicians were vividly highlighted by last year's Agrokomerc affair. The directors of a Bosnian food industry consortium employing 13,000 people were alleged to have issued a subpoena to the knowledge that they had insufficient assets to back them.

Apart from the effective collapse of the enterprise itself, the affair led to the closure of the local commercial bank, the detention of a former governor of Bosnia's national bank, and the weakening of one of Bosnia's political factions.

Some 25 people went on trial in connection with the Agrokomerc case last month, eight of them charged with "counter-revolutionary undermining of the economic system", which in theory carries the death penalty. Among the accused are the brother and nephew of late Yugoslav vice president, Hamdija Pozderac, who was forced to resign over the affair.

The structure of banks in post-war Yugoslavia was carefully devised by Marxist theoreticians, but practice has fallen far short of theory. Hence banks are a prime target in the current debate over constitutional reforms that would bring Yugoslavia closer to a market economy.

Reformers feel that banks, true to Yugoslav form, are both too regulated (at the level of the republics, where powerful regional interests hold sway), and not regulated enough (at federal level). So they want to boost the Yugoslav National (Central) Bank (YNB) at the expense of the "national" or central banks of the republics.

"At the moment," complains Mr Branko Miljevic, president of the Association of Belgrade Banks, "the central bank is just a department of the Ministry of Finance."

Advocates of reform want the YNB Governor and his board to be appointed by and answerable to the Federal Assembly. Republican national banks would be subordinated to the YNB, which would have a clearly-defined role as guarantor of the nation's liquidity.

At the moment, eight of the nine seats on the board of the YNB are occupied, ex officio, by the governors of the republican national banks.



The Agrokomerc headquarters in Vukov Klanjska, Bosnia

Economists in Serbia, in the vanguard of moves towards a market economy, want banks to be allowed to finance themselves by issuing shares and bonds. That does not sound very socialist, but if shareholders (as opposed to depositors) were given a real say in management, it could pave the way for bank executives to practise their profession in a way Westerners could recognise.

A bizarre aspect of the Yugoslav system is that virtually all

The central bank is just a department of the Finance Ministry

financial transactions are not merely supervised but actually executed by a single official agency, the Social Accounting Service (SDK), a 50,000-strong bureaucracy whose tentacles stretch into every corner of the economy.

For many Yugoslavs, the Agrokomerc affair made a mockery of the SDK's role as guarantor of financial probity. Because of Yugoslavia's decentralisation, the federal SDK was unable to intervene until eventually invited to do so by the SDK of Bosnia, which was inevitably subject to local pressures.

Reformers want the execution of financial transfers to be left to the banks, with the SDK left to do an (effective) job as auditor. But that proposal may prove controversial, and in any case banks would need several years to take over the extra paperwork.

Another banking reform under

discussion is the creation of specialist savings banks. This might give savers a better service, but in the meantime it is hard to see how the commercial banks could do without individual savers' deposits.

The unusual structure of Yugoslav banks has not prevented the emergence within them of a managerial class with managerial ideas.

At the Associated Bank of Vojvodina, a rich, multilingual province in the north, the managing director Mrs Slobodanka Berislavjic and her fellow executives are fervent advocates of a market economy. They speak of the need for a "flexible capital market and a flexible labour market" because, "at the moment, investment does not flow into poor areas."

Bank executives such as Mrs Berislavjic have had the sensitive task in recent months of eking out a dwindling amount of foreign exchange among their customers.

Inevitably, some firms with a real need for hard currency to pay for raw materials have gone short. Or, like Fubeda, a local maker of light machinery and machine tools, they make barter deals, paying for raw materials with finished products.

In theory this situation should be transformed as currency becomes available under the IMF-sponsored liberalisation programme. Enterprises will simply present their bills for foreign suppliers to their local commercial bank, which will provide the necessary currency.

But the IMF plan also calls for very restrictive monetary policies, and the dinar has been

devalued by 24 per cent; so there are worries as to whether enterprises will have enough dinars to pay for the newly-available foreign exchange.

If the dinar falls too fast, and the supply of dinars is too restricted, there could be a recession as potential exporters are unable to afford raw materials; but if the dinar's value does not fall sufficiently, the recent upturn in external balances could be wrecked by a flood of imports.

The recent, IMF-inspired switch to interest rates well above the inflation rate marks the culmination of a long process.

A decade ago interest rates were absurdly low. With little incentive to save and no outlet for productive investment, the sensible thing for rich Yugoslavs was to borrow heavily and build houses.

Interest rates have been guided sharply upwards by the two-year-old government of Mr Branko Mikulic, but depositors have suffered real-terms losses during his term of office.

With the dinar in steady decline, the proportion of savings that are kept in foreign exchange has correspondingly risen: it may currently be as high as 80 per cent.

Savers have placed some \$11bn worth of hard currency with the Yugoslav banking system on a no-questions-asked basis.

It may be that the IMF plan, which calls for interest rates to be set in excess of current rather than past inflation, will restore confidence in dinar deposits. But that is a big maybe.

Bruce Clark

Agriculture

Differences on farm size

ONE OF the controversial draft amendments to the Yugoslav constitution has been that to raise the ceiling on the size of privately-owned farms.

At present the ceiling is 10 hectares (24.7 acres); more in hilly and mountainous regions. Proposals to increase that ceiling have attracted support, but setting the new one has exposed differences.

Vojvodina's Minister of Agriculture, Mr Josef Horvat, wants the maximum to be set at 15 hectares. Others dismiss the question of size as a red herring, insisting that relatively high incomes (those of industrial workers being the yardstick) can be obtained from plots of less than a hectare, through the labour-intensive production of vegetables, flowers, seeds and other crops, especially near the cities.

Yugoslavia's private farmers own nearly 83 per cent of the arable land, or 8.15m of a total of 9.84m hectares. The 2.6m private

farms and 2,700 self-managed agricultural estates usually consist of seven or so small plots - too small for effective mechanisation. Wheat yield per hectare is about 3 tonnes, and maize about four.

The average size of the agricultural estates (kombinati) is 630 hectares, and their wheat and maize yields are 60 to 70 per cent higher than on private farms; but, with less than 10 hectares per worker and high production costs, many of them have been merely breaking even or running at a loss.

Both private farms and kombinati have been well, even over-equipped, with farm machinery. Private farms are certainly over-mechanised, with one tractor for less than 10 hectares; kombinati and other self-managed farms, average one tractor for 83 hectares.

The use of fertilisers, herbicides and pesticides has been kept down to 125kg of fertil-

iser per hectare.

In theory, the state guarantees prices for basic farm products. In practice, however, buyers can exploit their monopolies on given territories, to avoid paying the full guaranteed price.

Trade in basic farm products such as grains, sugar beet, oil seeds and some others, has not developed. They do not, and some cannot, cross regional boundaries. Guaranteed prices are not high enough to cover the cost of fertilisers or chemicals, exacerbating the problem of low yields and high production costs. On the other hand, the Government is reluctant to raise prices, because of the low wages of urban workers.

Yugoslav agriculture could produce more enough to feed four times the population of Yugoslavia, as well as to increase exports, according to private estimates.

The Government is not short of ideas for reform, but does little or

nothing. Funds will have to be found for investments such as irrigation projects in Vojvodina, the bread-basket of the country, which could annually supply two harvests and considerably higher yields.

Because of the perennial shortage of investment funds, joint ventures in agriculture have been very welcome.

Potential foreign investors have shown interest in joint ventures in agriculture, but are discouraged by the investment climate in Yugoslavia, its legislation, and the general economic situation.

Forthcoming changes in the constitution and legislation, aimed at facilitating direct foreign investment and stabilising the economy, may well lead to the "discovery" of Yugoslav agriculture as a viable investment... And pigs may fly.

Aleksandar Lobl

Wine production

Selling on higher quality

THE YUGOSLAV wine industry began about 4,000 years ago with the cultivation of vines in what is today Yugoslavia, long before the southern Slavs arrived.

Except for a 500-year pause during the period of Ottoman rule, and the shorter pause during the second world war when the vineyards were annihilated, the industry has gone from strength to strength.

Although the area under cultivation has been falling, because of labour shortages in some areas, including the Adriatic islands, production has remained fairly constant at between 6m and 8m hectolitres. Last year 6,084,600hl was produced.

Today, Yugoslavia is the 10th largest wine exporter in the world, supplying one in four bottles imported into the EEC, exporting about 20 per cent of its production (more than France, a little less than Italy), volumes having doubled in 15 years and value having increased about seven times because of the shift to bottled wines.

However, Yugoslavia's wine is finding new markets. Not long ago more than 50 per cent went to Eastern Europe; now two

thirds goes to the West. West Germany is the main market; more than 42 per cent of its wine imports are from Yugoslavia.

Yugoslav wine exporters are well aware that, in view of its rising wine lake, the EC is unlikely to increase its imports. So they have been concentrating on higher-quality wines, of which they hope to export 1.5m hl a year, half of it bottled, and at least to double the value to \$100m or more.

The establishment in Slovenia of the Wine Institute, and the introduction since the 1939-45 War of West European grape varieties, has done much to improve technology and boost quality, helping exporters to shake off the "supermarket plonk" image.

The main wine-producing regions are Slovenia, Croatia, Dalmatia, Bosnia-Herzegovina, Serbia and Macedonia.

Slovenia, with a lime and marl soil, produces quality German and Italian-style wines from grape varieties that include Silvaner, Traminer, Muller-Thurgau and Walschriesling.

Slovenia produces average-quality whites, and Vojvodina

specialises in high-quality Plamenka from the Bouvier grape. Croatia's Istrian Peninsula produces strong, well balanced reds from Pinot Noir, Cabernet, Merlot and Gamay, and dessert wines from the Malvasia and Muscat grapes.

Yugoslavia's vineyards cover about 250,000 hectares, but more than half the total output comes from the 150,000 hectares of vineyards in Kosmet and Macedonia. This is the home of the Amselfelder Spatburgunder, made from the Pinot Noir vines planted only 15 years ago, and, at 250,000 hl a year (sold mainly in West Germany), the best seller.

The Lutomer Riesling comes second with 100,000 hl. Of the bottled table wines, Avia sold 25,000 hl a year in the US, and the Zilavka 10,000 hl in West Germany.

The better-quality wines are rarer. Maximum production of Dingac, a Dalmatian red, is 2,000 hl, half of it for export. Output of Vranac, a superb red from Montenegro, never exceeds 20,000 hl, of which 5,000 hl is exported.

Most of the wine is made in co-operatives; most of the vineyards are privately owned.

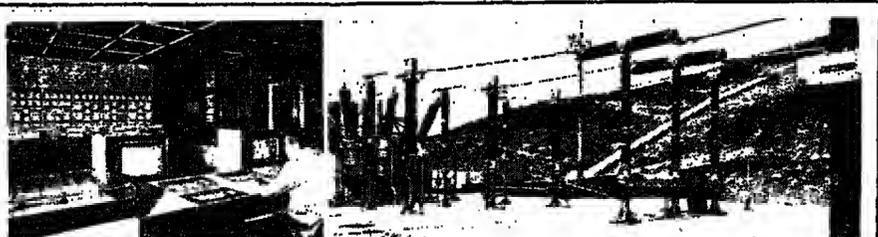
Advertising, marketing and promotion appear to be left to the importers and the occasional tourist, according to Damjan Bulum, manager of the Yugoslav Producers Association, which includes producers from the various wine regions.

He considers that not enough has been done to acquaint potential buyers with Yugoslav wines. Publicity, he says, has come mostly through individuals who taste local wines on visits to Yugoslavia or from foreign firms dealing in Yugoslav wines, like Teitscher Bros, Lutomer House in the UK, or Racker in West Germany.

The packaging industries - glass, graphics and cardboard - have been slow to adapt to the needs of Yugoslavia's wine exporters, but are starting to catch up and are improving the quality of their output.

So, with the help of a competent advertising agency, even more Yugoslav wines will flow abroad and more foreign exchange will flow into the country.

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